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U.S. Marine Corps.
Annual Report.

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27 AUG 1964

MEMORANDUM FOR DIRECTOR, OFFICE OF PROGRAM APPRAISAL

Subj: Annual Report of the Secretary of the Navy: 1964

Ref: (a) OPA Memo to DistList re subj of 21Jul64

Encl: (1) Source material for the subject Report

Reference (a) requested that source material for the subject report be submitted to your office not later than 1 September 1964. Accordingly, enclosure (1) is forwarded.

The omissions to be found in the enclosure are by design, for material is not being submitted for every section of the proposed table of contents.

It is requested that a draft manuscript of the subject report, with all material incorporated, be furnished this headquarters for comment and concurrence.

L. F. CHAPMAN, JR.

Lieutenant General, U. S. Marine Corps
Chief of Staff, Headquarters, Marine Corps

MARINE CORPS
HISTORICAL

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I. THE MISSION OF THE DEPARTMENT OF THE NAVY

The Marine Corps, operating as a full partner in the Navy-Marine Corps team, stands ready to carry out a wide variety of missions. First among them is preparation for its role as a force in readiness through the execution of assault amphibious operations. Others include service afloat, security of naval and diplomatic installations, development of techniques, doctrines and equipment for landing forces, and support of other services in carrying out their missions.

Additionally, the Marine Corps provides a ready reserve, in the form of the Fourth Marine Division/Wing Team, for employment as directed at the decisive moment, in furtherance of our national policy.

III. NAVY AND MARINE CORPS OPERATIONS

INTRODUCTION

Fiscal year 1964 saw Marine Corps forces operating in many parts of the world. Contingency deployments continued in the Mediterranean, the Caribbean and in the Southeast Asia areas. Marines from the three Marine Division/Wing teams participated in exercises around the world. Some of these were joint exercises with other U. S. Services. Others were combined exercises with our free world allies. The exercises, conducted under all conditions of weather and in varied terrain, resulted in Marine forces being on hand, ready for employment, in the immediate area of recent flare-ups.

A. SOUTHEAST ASIA

In this area, the Special Landing Force (SLF) of the Seventh Fleet, is composed of a Battalion Landing Team (BLT) from the Third Marine Division and a Marine Helicopter Squadron from the First Marine Aircraft Wing. These units are aboard an LPH, an APA and an LSD. They rotate periodically from their home bases on Okinawa.

On 26 August 1963, the SLF was positioned off the coast of South Vietnam prepared to execute a variety of missions from evacuation of American nationals to the conduct of an amphibious assault landing. The SLF was joined by a second Battalion Landing Team from Okinawa on 4 September. The deployment was terminated on 12 September 1963. Similar deployments occurred during the overthrow of the DIEM regime in November 1963 and during the second coup in early 1964.

During the entire year a Marine Helicopter Squadron has been supporting South Vietnam forces in their battle against the Viet Cong. This squadron has been deployed in South Vietnam since April of 1962, first in the Mekong Delta region and now, in order to exploit the superior lift capabilities of Marine helicopters, just south of the 17th parallel in the vicinity of Danang.

B. HAITI - DOMINICAN REPUBLIC

The Caribbean contingency deployment, consisting of a Marine Expeditionary Unit, continues to keep a wary eye on the situation, and is ready at all times to protect American interests in this area.

C. CYPRUS

When the crisis began, in early January 1964, Sixth Fleet units, including the Landing Force Mediterranean, were immediately positioned off Cyprus for possible employment. The relieving Landing Force Mediterranean, at the time steaming through the Strait of Gibraltar, soon joined the Sixth Fleet off of Cyprus. These forces were relieved of the requirement to maintain station off Cyprus during March 1964. Landing Force Mediterranean is ready to execute assigned missions on this island at any time.

E. PANAMA

The Caribbean contingency deployment was scheduled to conduct jungle training ashore at Fort Sherman, Canal Zone, between 9 and 17 January, 1964. As a result it was on the scene when the Panamanian crisis erupted. CINCLANT advised USCINCSO that this force (a Battalion Landing Team) was available for his operational control upon request. USCINCSO indicated that he did not require additional forces at that time, but that he would request the BLT if the situation worsened. The Caribbean deployment remained in the area through early March, prepared to carry out any action considered necessary.

G. SPACE

The Marine Corps has initiated a study to determine Marine Corps requirements in space systems to include capabilities which should be included in specific systems; requirements in tactical probe systems and for the development of equipment to link with appropriate U. S. space systems.

Additionally, the Marine Corps has committed funds in the amount of \$140,000 during fiscal years 1964 and 1965 to Stanford Research Institute for a study titled "Satellite-Borne Information Systems" with the following objectives:

a. To examine the potential contribution of satellite systems for performance of surveillance, communications, navigation and position location in support of a Marine Expeditionary Force in the long range period, by comparing satellite systems with alternative non-satellite systems that might perform these same functions.

b. To identify desirable technological lines of endeavor for the Marine Corps to pursue in taking maximum advantage of the potential offered by satellite systems.

H. SIGNIFICANT EXERCISES AND DEPLOYMENTS

The Marine Division/Wing teams in the Far East conducted large scale, significant exercises on Taiwan and in the Philippines. Exercise BACK PACK involved the III Marine Expeditionary Force and elements of the Chinese Marine Corps. This exercise took place on Taiwan in March, 1964.

Exercise LIGTAS was a SEATO exercise conducted on Mindoro, P. I. in June, 1964. It involved units from the Philippines, Australia and the United Kingdom in addition to U. S. Army and U. S. Marine Corps forces. The Landing Force was organized into a SEATO Expeditionary Brigade under the command of BrigGen DAVIS, USMC.

The Marine Division/Wing team on the West Coast conducted its exercises at Camp Pendleton, California and Twentynine Palms, California. These were WINTER NIGHT involving a Marine Expeditionary Force, and PINE TREE, a Marine Expeditionary Brigade amphibious exercise.

The East Coast Marine Division/Wing team conducted SWAMPEX and participated in QUICK KICK V.

In addition to these large scale MEF and MEB exercises forces from each of the three Division/Wing teams conducted numerous smaller exercises from the South China Sea to the Mediterranean. In all, about 45 amphibious exercises were conducted during the year.

I. PEOPLE-TO-PEOPLE PROGRAMS

There are several noteworthy representative examples of the manner in which Marines have carried out the President's People-to-People Program in their free time.

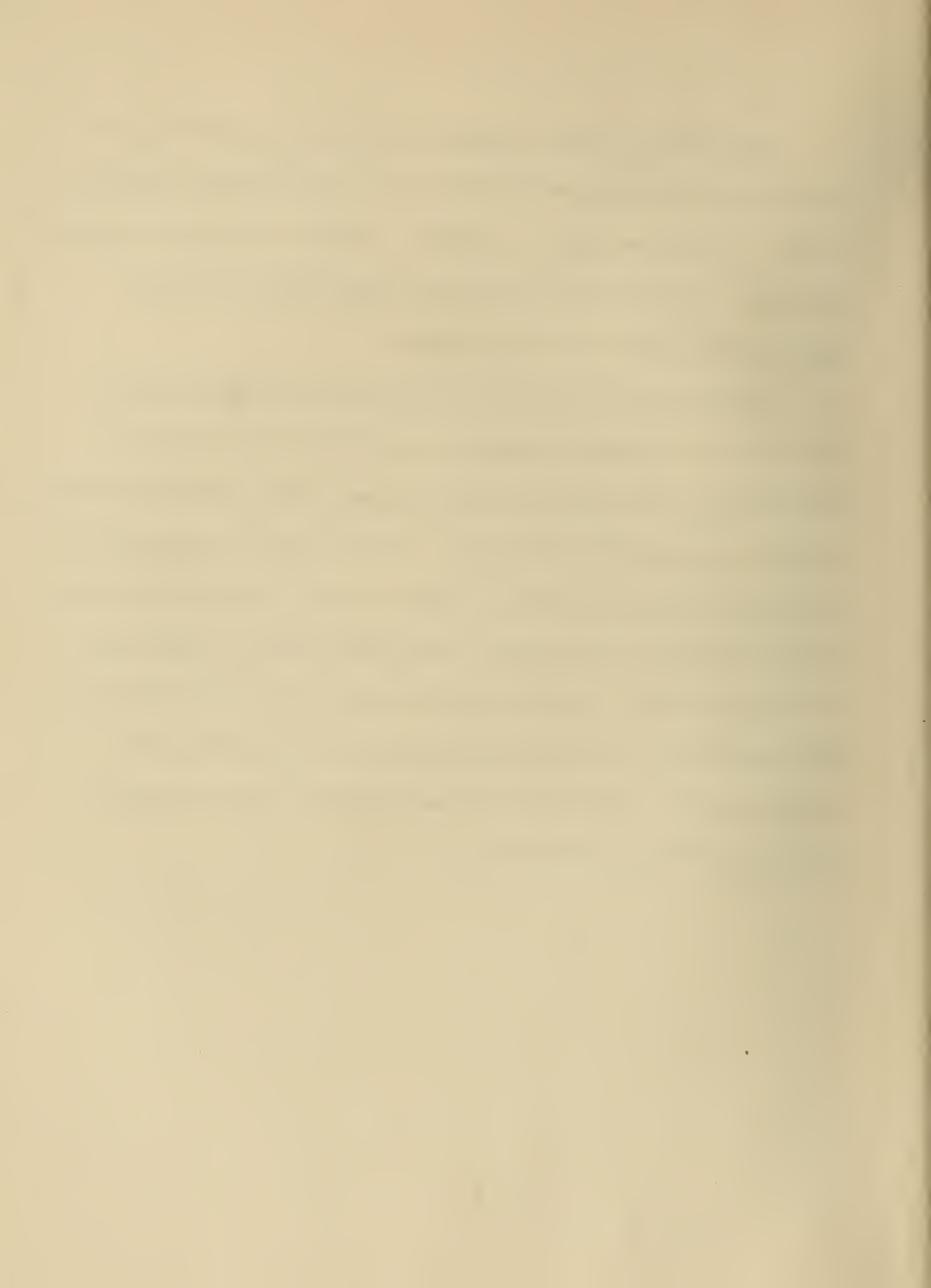
The 1st Battalion, 6th Marines, donated 176 pints of blood to the Municipal Hospital at Isabella Segunda, Vieques, Puerto Rico while the Battalion was undergoing training on that island. In addition, the same unit also contributed to the purchase of Little League baseball uniforms and equipment, refurbished desks at the local elementary school, painted and repaired two churches, and constructed lighting facilities and a fence at the Vieques High School volleyball court.

Marines of the 1st Marine Aircraft Wing's heavy equipment section crews undertook an extensive land reclamation project which made possible the construction of a much needed primary school at Hirao, Japan.

At Okinawa, members of the 3d Marine Division participated in a substantial number of people-to-people projects, including repairs to a church and school at Kin Village, construction of a farm-to-market road at Ishikawa, donations of blood to a hospital at Koza, and development of the site for the new Central Okinawa Hospital.

Marines at Da Nang, Vietnam, donated food and clothing for the relief of 63 Vietnamese families whose homes had been destroyed by fire. On the other side of the globe, a number of projects to assist orphanages, churches and hospitals have been carried out by the Marine forces afloat with the Sixth Fleet.

Marines on security duty at American embassies throughout the world have compiled an amazing record of success in fostering better relations with people around the globe by reflecting the initiative, warmth, and generosity of America. Several outstanding examples of such people-to-people projects have been carried out in such far-flung places as Santiago, Chile; Bogota, Columbia; Vietnam, Laos; Beirut, Lebanon; and Manila. These projects range in scope from assisting in local athletic programs to donating materials for improvement of sanitation and to providing financial assistance to help four Laotian refugees receive medical training.



IV. SEAPOWER CAPABILITIES

A. NAVAL WARFARE CAPABILITIES

2. Carrier Strike Warfare

During the year Marine Corps Aviation continued periodic deployment of units aboard Navy aircraft carriers. A Marine attack squadron from the Second Marine Aircraft Wing deployed as part of the Carrier Air Wing aboard the U. S. S. Independence when that attack carrier was assigned duty with the Sixth Fleet in the Mediterranean. In preparation for other deployments, all Marine fighter and attack squadrons continued field mirror landing practice and conducted carrier qualification and refresher landings when possible.

4. Anti-Air Warfare

Modernization of Marine Corps fighter aircraft force levels continued. During the past year additional squadrons were equipped with the high performance F4B "Phantom II". Currently, five of the fifteen Marine Corps fighter squadrons are equipped with this aircraft and have been redesignated Marine fighter/attack squadrons to reflect the dual capability of the aircraft. Two of these squadrons are deployed to the Western Pacific, thus providing the Division/Wing Team with the most versatile fighter aircraft in the world today.

In addition to high performance aircraft in the anti-air-warfare role, Marine units provided subsonic A4 "Skyhawk" aircraft detachments for use in the Navy's anti-snooper program. This program employs A4 aircraft equipped with SIDEWINDER air-to-air missiles aboard anti-submarine carriers (CVS), thereby furnishing a substantial measure of fighter protection to these ships. The program was initiated as a result of Soviet aircraft overflights of the carriers. One Marine A4 detachment was deployed on the U. S. S. Hancock from October, 1963 to April, 1964 when that carrier was part of the Seventh Fleet in the Western Pacific. In addition a Marine A4 detachment deployed aboard the U. S. S. Essex in the Atlantic from October to December, 1963.

Marine Light Antiaircraft Missile (HAWK) Battalions continue to provide the potential for surface-to-air missile defense in support of assigned operations. They are available on the basis of one battalion per Marine Aircraft Wing for defense of a Division/Wing Team area of operations. One operational battalion is currently assigned to the 2d Marine Aircraft Wing at MCAS, Cherry Point, North Carolina, while the other two operational battalions are assigned to Aircraft, Fleet Marine Force, Pacific and currently based at MCB, Twentynine Palms, California. All units are capable of integrated operations in an objective area in accordance with established Navy AAW doctrine and procedures.

The Marine Tactical Data System (MTDS) provides integrated control of interceptor aircraft and surface-to-air missiles in anti-air warfare. Additionally, the system provides air traffic control for attack and support aircraft. There are two types of centers associated with the MTDS, operations centers and control centers. One Marine Aircraft Wing requires one control center and three operations centers. During fiscal year 1964, a contract has been negotiated to procure six additional operations centers with an option for two additional operations centers. By exercising the option in fiscal year 1965, together with the system procured in fiscal year 1963, the procurement requirements for the nine Marine Air Control Squadrons in the regular Marine Corps will be completed. It is anticipated that procurement of control centers will commence in fiscal year 1965. A Program Change Proposal has been submitted to the Office of the Secretary of Defense which will provide equipment for the 4th Marine Aircraft Wing, U. S. Marine Corps Reserve.

5. Amphibious Assault Warfare

During the past year giant strides were made in providing the equipment needed to support the Navy/Marine Corps concept for the conduct of Amphibious Assault Warfare. The approved amphibious ship building program will provide increased lift for Division/Wing Teams in the 1970 time frame. The Secretary of Defense speeded this program up by two years in his approved action.

In addition to the necessary ships - new helicopters are already being introduced in our operating units. These helicopters are providing increased lift and speed capabilities.

The Short Airfield for Tactical Support (SATS) has moved out of the R&D stage and full procurement is underway. The SATS will enable the Marine Corps to introduce its air support into the objective area early in an amphibious assault.

IV. SEAPOWERS CAPABILITIES

B. NAVAL RESOURCES

1. Manpower

a. Military

(1) The Marine Corps Manpower Program, fiscal year 1964, was designed to support the fiscal year manpower sub-programs with an active duty man-year average of 190,000. The planned and end-year distribution of the sub-programs and their related cost estimates are as follows:

<u>Sub-Programs</u>	<u>Programmed Strength</u>	<u>End-Year Strength</u>	<u>Estimated Cost (M)</u>
Officers	16,831	16,819	162,783
Marine Cadets	388	367	1,097
Enlisted	<u>172,781</u>	<u>172,565</u>	<u>561,720</u>
TOTAL	190,000	189,751	725,600

This includes 147 Women Marine officers and 1674 enlisted Women Marines. Subsistence, permanent change of station travel, and other military personnel costs are included for each sub-program.

(2) The Marine Corps Manpower Program provided the personnel allocations set forth in the Secretary of Defense's Five Year Force Structure and Financial Program. Within this framework its broad objective was to accomplish assigned missions with an increased degree of readiness. This broad objective was attained by:

(a) Maintaining a suitable balanced and highly mobile Fleet Marine Force.

(b) Maintaining all other activities at minimum strength consistent with effective operation.

(3) Attainment of end-year objectives found the Marine Corps with a total strength of 189,751 personnel. The ratio of officers was 8.87% and the average ratio of NCOs was 39.14%.

b. Civilian

The Marine Corps began fiscal year 1964 with an authorized strength of 14,753 civilian employees and completed the fiscal year with an end-strength of 14,559 for an overall net reduction of 194 employees. The reductions in strength were primarily attributable to the implementation of the Manpower Control and Utilization.

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2. Materiel

Supplies and equipment necessary for the combat support of the Fleet Marine Forces during the initial phases of any conflict are maintained in a state of readiness by using units and Navy and Marine Corps supply activities.

Once again the effectiveness of this concept was tested when the situation in Southeast Asia, at the end of August 1963, necessitated the release of certain of these protected stocks for units scheduled to deploy to that area. A major project has been undertaken within the Marine Corps to purify these code plan stocks. Requirements were previously computed on the basis of peacetime recurring demand or catalogue rates and did not necessarily reflect true predicted combat requirements. Headquarters Marine Corps has injected this latter philosophy in a program which involves a complete recomputation of code plan stocks. The program is well underway and will be completed early in calendar year 1965.

A new system of reporting materiel readiness has been instituted within the Marine Corps by which means the Commandant is kept continuously abreast of the logistic capability of the Fleet Marine Forces to carry out their assigned missions. This system embodies periodic logistic status reports and reports of specific combat-essential equipments in a "not ready" condition. The reports are completely objective in nature and are complemented by a tracer action system which ties down the customary and conventional problems associated with materiel resource distribution. By this means, Headquarters Marine Corps can take the action necessary to correct serious deficiencies and call command attention to situations that so dictate.

3. Research

To fulfill its responsibilities to develop, in coordination with the other Services, the doctrines, tactics, techniques and equipment employed by landing forces in amphibious operations, the Marine Corps is currently engaged in the following activities:

- a. Conducting studies in the areas of Personnel Management, Manpower Control, Command and Control and Landing Force Assault Amphibian Vehicles.
- b. Participation with the other Services in studies to define requirements for collection, display and dissemination of intelligence.

c. Development of the Landing Force Amphibious Assault Vehicle, LVTPX-12. This vehicle will replace the current assault vehicle, the LVTP-5. The mission of the LVT is the transportation of infantry and their organic weapons from landing ships, through rough water and the surf zone onto the beach and to inland unloading points. An evaluation of Engineer Design Studies by two contractors will be made to select the design which offers the best possibility of fulfilling Marine Corps requirements.

d. Development of the Landing Force Amphibious Support Vehicle. This high speed amphibious support vehicle will replace the WW II DUKW and will move supplies from the ships to the using units. Three different vehicles were built, each using a different approach. The Landing Vehicle Hydrofoil (LVHX-1) using surface piercing hydrofoils to achieve high water speed; the LVHX-2 using submerged hydrofoils; and, the Landing Vehicle Wheeled (LVW) using the planning hull. All three vehicles are being built to spend at least 60% of the time in the water and 40% on land. The LVXH-2 and the LVW have been delivered to the Marine Corps and are undergoing comparative testing to determine which type of vehicle will best meet Marine Corps requirements.

4. Facilities

The fiscal year 1964 Military Construction Program provided research, training, maintenance and troop support facilities for the Marine Corps.

The major construction projects sponsored by the Marine Corps were the following:

- a. Typhoon-proof construction on Okinawa.
- b. Combat training and vehicle maintenance facilities at Camp Lejeune, North Carolina.

Further refinement of the Marine Corps Facilities Planning System has produced more meaningful and accurate data necessary in determining the basic facilities requirements.

The continued emphasis being placed upon the Marine Corps Facilities Maintenance Program continues to provide more effective maintenance of Marine Corps facilities and to improve Marine Corps overall management in the maintenance area.

V. ECONOMY AND EFFICIENCY

A. MANAGEMENT IMPROVEMENTS

1. Beginning on 15 June 1964, Headquarters Marine Corps conducted its second annual summer collegiate career program. Thirteen college juniors, from the upper one-fourth of their classes, were recruited from colleges and universities throughout the nation. The purpose of the program is to provide them with a serious insight into Headquarters operations during their summer vacation periods, and to encourage those considered most promising to seek employment within Marine Corps upon graduation.

2. During fiscal year 1964, 2,339 beneficial suggestions were received at Marine Corps activities (296 more than the previous year). Of these, 691 were adopted with estimated first year savings of \$265,190.61 plus intangible benefits such as increased safety, better working conditions, and improved procedures. Awards totalling \$25,120.50 were paid. In addition, 477 Superior Accomplishment Awards were made for high level performance of duties and contributions to increased efficiency, economy, and other improvements to governmental services. These awards totalled \$60,485.00. While benefits were largely intangible for most of these awards, estimated first year savings were \$94,614.34.

F. INVENTORY MANAGEMENT

1. During fiscal year 1964, the Marine Corps completely stratified its inventory twice. Semi-annual stratification provides updated inventory and financial management data necessary for efficient and economical management. The Marine Corps' stratification procedures can be converted to the concepts of the proposed Department of Defense uniform stratification directive.

2. In the area of warehouse modernization significant progress has been made. Contracts have been let for the installation of mechanized conveyor systems at the two Marine Corps Supply Centers located at Albany, Georgia, and Barstow, California. These systems, expected to be completed during the third quarter fiscal year 1965, will significantly increase production and will provide an increased capability to respond during wartime conditions.

H. AUTOMATION

In November, 1963, a study to determine Marine Corps data processing capabilities to meet expanded data requirements in the operating forces and certain shore establishments was completed and resulted in the selection of a card computer system to replace certain electrical accounting machines in the six (6) mobile data processing platoons of Marine Divisions and the three (3) mobile data processing sections of Marine Wings. The ability of this equipment to make rapid computations economically, of logistic data, while the units are in garrison or deployed, will enhance the logistic status of the Fleet Marine Force. Installation of the card computer systems in the mobile data processing platoons and sections of the operating forces began in May, 1964. The last computer system is expected to be installed in January, 1965.

I. MANPOWER UTILIZATION

The Marine Corps conducted a complete revalidation of all effective Tables of Organization, line by line. The revalidation was designed to correct imbalances between priority workload and billet allocation. Designated agencies were able, by application of stringent essentiality criteria, to generate sufficient reassignable manpower to reduce some of the staffing shortages in the operating forces.

J. AUDITING

GAO audit activities have increased significantly. A total of 102 reports were issued DOD-wide in 1962, 128 in 1963, and an estimated 275 will be issued in 1964 (117 issued through June 1964). Although the Marine Corps does not comment on all GAO reports affecting DOD, the Services increasingly are commenting on each other's reports where common functional areas are addressed. GAO audits of Marine Corps activities were primarily in the area of maintenance, procurement, and supply.

In addition to GAO audits, the Marine Corps is subject to internal audits conducted by the Auditor General of the Navy, as authorized by statute (PL 1028, 84th Congress). The purpose of such internal auditing is to provide management at all levels with an independent, objective, and constructive evaluation of the effectiveness and efficiency with which financial responsibilities are carried out. The internal audit effort, accordingly, is slanted to a large degree toward broad management areas that offer greater potential for positive results; i. e., any phase of accounting, finance, business activity, resource utilization, and related operations.

During fiscal year 1964 the Auditor General conducted 46 such audits of Marine Corps activities, covering a wide range of subjects, including those areas stressed by the GAO audits. Moreover, in accordance with a recently promulgated SECNAV policy which calls for fuller utilization of activity audits, the Marine Corps is reviewing and commenting on many additional Navy audits pertaining to Navy-managed activities.

While the Marine Corps has sometimes taken exception to specific audit conclusions, every effort has been made to correct audit-disclosed deficiencies and thus to derive maximum benefit from the audit program. To further benefit from both external and internal auditing, the Inspector General of the Marine Corps has placed increased emphasis during his inspections on problem areas disclosed by the audit program.

K. ACCRUAL PAY SYSTEM

In response to DOD Directive 7040.3, Program for improvement in the management of military personnel appropriations and related personnel programs of the active forces, the Marine Corps has developed an automated accrual accounting system designed to meet DOD's requirements for accurate, timely, and detailed cost information in a manner that is expected to assist in Marine Corps management.

The proposed Marine Corps system will utilize the IBM 1401 card computers at areas where there are large concentrations of military personnel. Mechanization will cause deactivation of a number of disbursing offices but no decrease in disbursing personnel appears feasible at this time.

The proposed Marine Corps military accrual pay system is currently being parallel tested at Marine Corps Schools, Quantico, Virginia, and the 2d Marine Division, Camp Lejeune, North Carolina. Results to date have proven satisfactory and DOD has requested a detailed evaluation by the GAO prior to authorizing the Marine Corps to implement the system Marine Corps-wide.

VI. CIVILIAN ECONOMY RELATIONS

D. EQUAL EMPLOYMENT OPPORTUNITIES

In the area of Equal Employment Opportunity, a training aid has been developed, and is being distributed. The aid, produced and directed by a Personnel Management Specialist at Headquarters, Marine Corps, is a film strip, "The Marine Corps Equal Employment Opportunity Program."

VII. CONCLUSIONS

During fiscal year 1964, the Marine Corps fulfilled its role in the national defense establishment by continuing to provide a landing force of combined arms, both air and ground, for service with the Fleets. Primary attention was devoted to the advancement of tactics, techniques and equipment used by landing forces in amphibious operations.

Certain improvements in management have been made. New equipment has been received, tested and made operational. Other items remain under development, as the search continues for means to add to the strength and readiness of the Marine Corps. Doctrine, particularly that concerning helicopter operations, has been confirmed, by virtue of prolonged operation in Vietnam.

The Marine Corps, along with the U. S. Navy in the Department of the Navy, stands ready to provide air-ground teams capable of being projected ashore at any time, at any place required by national policy.

AQ-heh-5

15 SEP 1965

MEMORANDUM FOR DIRECTOR, OFFICE OF PROGRAM APPRAISAL

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L. F. CHAPMAN, JR.

Lieutenant General, U. S. Marine Corps
Chief of Staff, Headquarters, Marine Corps

I. THE MISSION OF THE DEPARTMENT OF THE NAVY

The Marine Corps, operating as a full partner in the Navy/Marine Corps team, stands ready to carry out a wide variety of missions, as specified by law. First is the requirement to provide landing forces of combined arms, both air and ground, for service with the Navy's fleets. Additionally, the Corps is required to devote primary attention to the advancement of doctrine, tactics, techniques and equipment used by any landing force in amphibious operations.

Further, the high state of readiness of the Marine Corps is a major asset in dealing with limited war situations. During fiscal year 1965 this was proved to a marked degree by immediate and effective responses to crises in widely separated areas of the world. The Navy/Marine Corps team has revalidated the concept of ready-to-land amphibious forces as an essential element of national strength.

Another vital element of that strength is the Ready Reserve of the Marine Corps, in the form of the Fourth Marine Division/Wing Team, capable of being immediately employed, at the decisive moment.

III. NAVY AND MARINE CORPS OPERATIONS

DOMINICAN REPUBLIC

In the Dominican Republic an armed coup was attempted on 24 April 1965. Due to the preceding deteriorating political situation, Task Group 44.9 with the Marine BLT and Helicopter Squadron of the 6th Marine Expeditionary Unit (MEU) embarked, had been directed to the vicinity of Santo Domingo. When the danger to foreign nationals became apparent, Marine helicopters commenced their evacuation on 27 April. On 28 April, the Ambassador requested additional Marines to provide a secure area from which the evacuation could continue. 560 Marines landed that day and the balance of the 1400 man 6th MEU came ashore on the 29th. Following a directive from the JCS, on 3 May the 1st Battalion, 8th Marines and a headquarters element of the 4th Marine Expeditionary Brigade (MEB) landed at San Isidro Airfield. They then moved by helicopter to the polo grounds within the security zone which had been established. On 4 May, the USS OKINAWA arrived and off loaded a third Marine battalion and a second squadron of helicopters. By 9 May, all of the 4th MEB supplies, equipment and 8092 personnel were in the Dominican Republic or afloat, poised for landing as required.

As the Organization of American States peace keeping forces were introduced, U. S. forces commenced withdrawal. The first week of June saw Marine units back loading aboard the amphibious shipping and on the 6th of June, the last battalion left the island.

During their tenure in the Dominican Republic, Marine forces succeeded in establishing an International Security Zone and by linking up with Army units of the 82nd and 101st Airborne Divisions, maintained a corridor around the rebel dominated section of Santo Domingo. Despite operating under conditions involving sporadic fire fights and continued sniping, over 4,000 native men, women and children had been removed to safety by 27 May.

SOUTHEAST ASIA

Fiscal year 1965 saw the Fleet Marine Force participation in the Republic of Vietnam (RVN) increase from a helicopter transport unit of approximately 500 personnel to a Marine Expeditionary Force (III Marine Amphibious Force (MAF)) of 19,530 Marine and Navy personnel. This air/ground team had the mission of protecting vital air and logistic installations and expanding their areas of operation to regulate population and resources.

The introduction of III MAF into RVN was accomplished incrementally beginning with the landing of the 9th MEB, in March and followed by the 3d MEB in May. Necessary additional combat and service support elements were landed during the entire last half of the year. The close of the fiscal year found Marine forces in the Hue/Phu Bai, Da Nang, Chu Lai, and Qui Nhon areas of RVN. Except for the latter, which is a temporary establishment in the RVN II Corps area, all of III MAF was distributed within the RVN I Corps.

These forces and their activities had progressed from an initial emphasis on the defense of installations, through an aggressive patrolling and search and destroy phase, to regimental size operations with the purpose of clearing and holding significant areas. These forces had definitely killed or captured 515 Viet Cong, with friendly losses totalling 188 killed, wounded and missing. In addition, 280 Viet Cong suspects were captured.

Especially noteworthy was the construction of an expeditionary airfield, at Chu Lai, by the III MAF Navy Mobile Construction Battalion, on virgin soil, during May 1965. Construction of this airfield permitted rapid establishment of additional air support ashore.

SIGNIFICANT EXERCISES

Major exercises of fiscal year 1965 covered a broad range of units, terrain and training objectives. Emphasis was placed in major exercises on enhancing strategic mobility and counterinsurgency capabilities.

Steel Pike

This exercise involved the major elements of the 2d Marine Division, 2d Marine Aircraft Wing and Force Troops, Atlantic. These 20,000 troops of the II MEF, along with Spanish forces, landed at Almeria and Huelva, Spain on 26 October 1964. This exercise employed seventeen MSTs ships together with 50 U. S. naval vessels.

This combined amphibious and heliborne assault was supported by aircraft operating from Naval Base, Rota, Spain and a Short Airfield for Tactical Support (SATS) which was constructed in country in conjunction with an ancillary landing by the Landing Force Mediterranean.

The exercise served to demonstrate our ability to move large quantities of troops and materiel to European shores for combat operations. It also furthered Spanish - U. S. relations and provided joint training with their military services.

Silver Lance

Conducted on the coast of California in February and March 1965, this exercise was designed to test Marine forces in two separate political/military environments. The first phase involved a landing for the evacuation of American nationals, protecting property and restoring law and order in a counterinsurgency environment. The second portion involved an amphibious and helicopter assault to counter overt aggression by the enemy. The 1st Marine Division, 3d Marine Aircraft Wing and elements of the Force Troops from Twentynine Palms, California participated. The 1st Marine Brigade from Hawaii was originally scheduled to take part in the exercise, but its imminent deployment to the Far East precluded its participation.

Grass Roots

This exercise was a counterinsurgency situation staged on the reservation of Camp Pickett, Virginia. Following a simulated amphibious landing at Camp Lejeune, North Carolina, a Marine Expeditionary Brigade was flown and motored into this remote problem area. The exercise covered the period 1-10 September 1964 and involved some 5,200 Marines, including 460 "guerrillas" and "citizens" of the prepared native villages. The exercise was an effective training vehicle for counterinsurgency tactics and techniques, including civil affairs and military government. It also tested Marine ability to provide logistic support to an isolated force and protect vulnerable facilities without unacceptably degrading the counterinsurgency mission.

Hard Nose

This exercise was conducted in October 1964 in the Camp Pendleton, California area. It employed a Marine Expeditionary Brigade (MEB) in an air, amphibious and surface movement to assist a friendly nation in resisting an insurgency. The 11th MEB, comprised of the 5th Marines; 1st Battalion, 7th Marines; and Composite MAG-36, plus normal reinforcements from Force Troops, initially simulated evacuation of American citizens and progressed to direct military action against the insurgents.

Training of Marine Reserves in the field of counterinsurgency was also accomplished through their utilization on the Troop Exercise Coordinator Staff, as aggressors and as part of the landing force during Silver Lance and Grass Roots.

PEOPLE-TO-PEOPLE PROGRAMS

Not all of the III MAF efforts were directed toward purely military achievements. On the contrary, assistance to the civil population constituted a large part of their role in RVN. This assistance was in the form of:

- a. Public Health - over 3000 civilians are treated or assisted daily.
- b. Public Welfare - 9600 refugees assisted.
- c. Public Education - to include restoration of buildings and provision of supplies.
- d. Commerce and Industry - Numerous commercial activities established in support of Marine and Navy personnel.
- e. Food and Clothing - over 7000 pounds of clothing and 14,000 pounds of food distributed.
- f. Public Works and Utilities - Numerous wells have been dug and roads repaired.
- g. Public Housing - Six new resettlement hamlets have been constructed.

IV. SEAPOWER CAPABILITIES

A. NAVAL WARFARE CAPABILITIES

1. CARRIER STRIKE WARFARE

The mission assigned Fleet Marine Force Aviation includes providing forces for augmentation of naval air forces as required and conducting such operations as may be directed.

In fulfilling this portion of the assigned mission Marine Corps aircraft continued periodic deployment of units aboard Navy aircraft carriers. A Marine All Weather Fighter Squadron was deployed as part of the Seventh Fleet aboard the USS Oriskany in WestPac in April 1965 and is scheduled to remain aboard for a routine deployment. A four plane A4C detachment for the Western Pacific was deployed on the USS Yorktown from October 1964 to June 1965. An attack squadron was deployed as part of the Carrier Air Wing with the Sixth Fleet in the Mediterranean aboard the USS Forrestal from July 1964 to March 1965. A Marine composite Reconnaissance Squadron continued to provide a detachment of two RF8A's to the Seventh Fleet to operate as part of Yankee Team.

4. ANTI-AIR WARFARE

The Marine Corps continued development of an integrated anti-air warfare program for support of both amphibious and land operations, including active and passive measures. Surface-to-air missile units, fighter squadrons employing both 20 MM cannon and air-to-air missiles, and the control facilities to coordinate the overall effort comprise the essential elements of this integrated system.

During the period, an additional fighter squadron and a surface-to-air missile unit were deployed to the Far East. Marine anti-air warfare elements in the Far East, including fighter aircraft, surface-to-air missile units and air control units were committed in support of United States forces in Vietnam.

Continental United States based fighter squadrons continued standby augmentation to the Continental Air Defense Command and Fleet Marine Force Atlantic provided both deployments and standby alerts in readiness for possible requirements in the Caribbean. All elements of the Marine Corps air defense system participated in the two major amphibious exercises Steel Pike and Silver Lance.

5. AMPHIBIOUS ASSAULT WARFARE

Significant progress continues in the modernization of the Amphibious Force. By fiscal year 1972, the approved program will provide amphibious assault ships in sufficient numbers to embark the assault echelons of two Marine Division/Wing Teams - of which 75% will be modern 20 knot types. The Secretary of Defense has continued his complete support of this program which is so vital to maintaining U. S. amphibious power through the mid-range.

IV. SEAPOWER CAPABILITIES

B. NAVAL RESOURCES

1. MANPOWER

a. Military

(1) The Marine Corps Manpower Program, fiscal year 1965, was designed to support the fiscal year manpower sub-programs with an active duty man-year average of 190,069. On 14 June 1965 the Marine Corps was authorized an increase of 1000 enlisted end strength for fiscal year 1965 to take advantage of exceptional recruitment opportunities. The planned and end-year distribution of the sub-programs and their related cost estimates are as follows:

<u>Sub-Programs</u>	<u>Programmed Strength</u>	<u>End-Year Strength</u>	<u>Estimated Cost (M)</u>
Officers	17,349	17,234	\$174,058
Marine Cadets	202	315	823
Enlisted	<u>173,518</u>	<u>172,638</u>	<u>578,619</u>
TOTAL	191,069	190,187	\$753,500

This includes 140 Women Marine officers and 1441 enlisted Women Marines (Actual end-year distribution). Subsistence, permanent change of station travel, and other military personnel costs are included for each sub-program.

(2) The Marine Corps Manpower Program provided the personnel allocations set forth in the Secretary of Defense's Five Year Force Structure and Financial Program. Within this framework its broad objective was to accomplish assigned missions with an increased degree of readiness. This broad objective was attained by:



(a) Maintaining a suitable balanced and highly mobile Fleet Marine Force.

(b) Maintaining all other activities at minimum strength consistent with effective operation.

(3) Attainment of end-year objectives found the Marine Corps with a total strength of 190,187 personnel. The ratio of officers was 9.07% and the average ratio of NCO's was 39.49%.

b. Civilian

The Marine Corps began fiscal year 1965 with an authorized strength of 14,559 civilian employees and completed the fiscal year with an end-strength of 14,452 for an overall net reduction of 107 employees. The reductions in strength were primarily attributable to the implementation of a stringent Manpower Control and Utilization procedure.



2. MATERIAL

Supplies and equipment necessary for the combat support of the Fleet Marine Forces during the initial phases of any conflict have been maintained in a state of readiness by using units and Navy and Marine Corps supply activities.

The effectiveness of this concept was again validated when the situation in Southeast Asia and the Caribbean areas necessitated the release of certain of these protected stocks for use by units committed simultaneously to both South Vietnam and the Dominican Republic. The major project undertaken within the Marine Corps to purify these code plan stocks by injection of the true predicted combat requirements was completed during fiscal year 1965. On the basis of this program, all possible action is being taken to obtain assets for those uncommitted elements of the Fleet Marine Forces to improve their readiness and reconstitute those assets expended by forces committed to South Vietnam.



3. RESEARCH

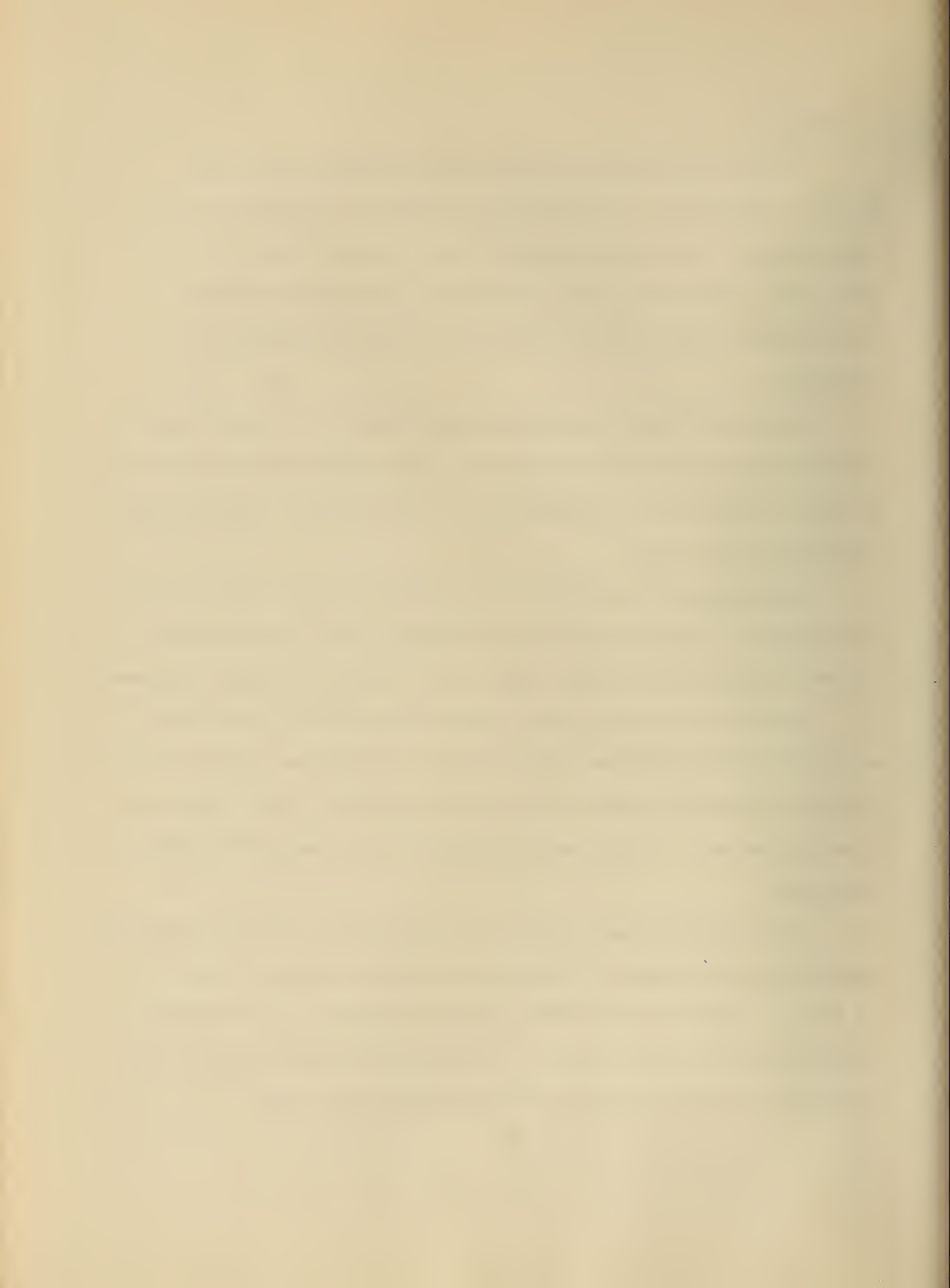
Studies concerning Ground Based Target Acquisition, Surface Transport Requirements, and Submersible Amphibious Transportation have been completed. Studies are currently being conducted in the areas of Marine Corps Ammunition and Fuel Distribution, Marine Expeditionary Force Position-Location Navigation Aids, and Tactical Aircraft Survivability.

The Marine Corps Operations Analysis Group is currently engaged in cost-effectiveness studies pertaining to the Light Armed Reconnaissance Aircraft, the CH-46/CH-53 Helicopter mix, the F-111B/F-4B comparison, and the Stoner Weapons System.

Development of the LVTPX-12 has continued, and the design study phase completed. Proposals are being evaluated, and it is anticipated that the contract for prototype models will be initiated during September.

During the past year, tests have been conducted on four experimental high speed amphibious support vehicles. These are two hydrofoil designs, a planing hull type, and a hydrokeel version. Upon completion of the evaluation, a single design principle will be selected for further development.

A contract has been entered into with the Army Tank and Automotive Center for the development of the marginal terrain vehicle. This will be a 1 1/2 ton carrier of the AIROLL principle designed to cross mud flats, marshes, swamps, tundra, snow, etc. The delivery of prototypes for test and evaluation is anticipated during early fiscal year 1967.



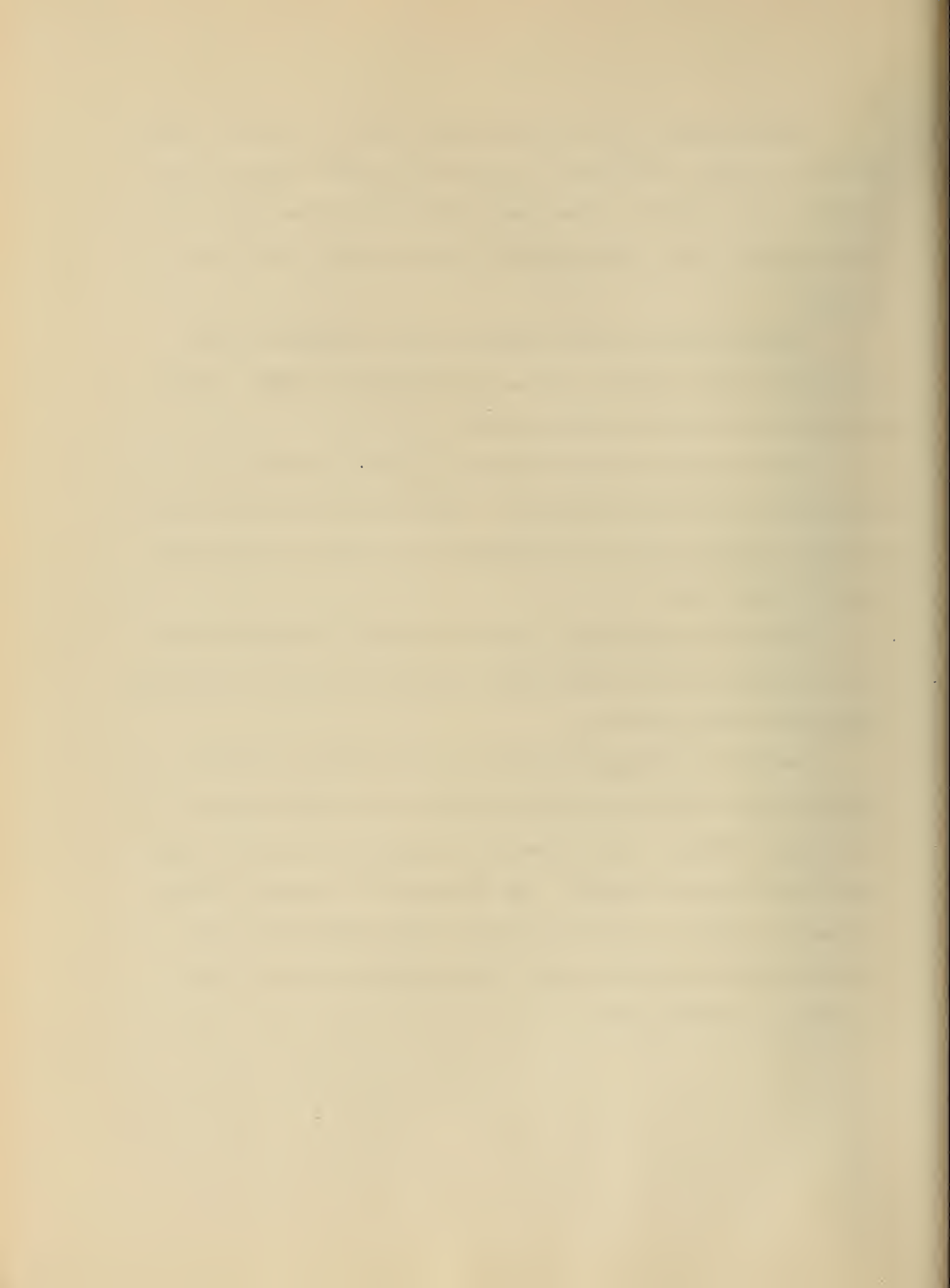
The development of a squad level radio will be initiated within the next few months. This will be a very small pocket size radio with 1/2 mile range. The term "squad level" does not mean that every squad will be equipped with a radio; rather it will be used at that level, as required.

Steady progress has been realized in the development of the communication jammer (TIQ-17), the man-pack intercept system, and the multi-sensor system of the RF4B aircraft.

Eleven seismic intrusion devices are in use in Vietnam, and nine hundred more are being purchased. This is a sensing device which can detect movement of men and equipment up to a distance of one mile from the control unit.

The PPS-6, one-man pack, twenty-five pound, battlefield radar will be delivered to the Landing Force Development Center for evaluation during early fiscal year 1966.

Two 105mm experimental models of a direct support artillery weapon of lighter weight and extended range are being fabricated at Rock Island, Illinois. One of these is a stripped-down version of the present 105mm Howitzer (M101A1). The objective is to produce a weapon of about 4400 pounds. The other is a new design lightweight 105mm Howitzer weighing about 3500 pounds. These experimental models will be available about March 1966.



A detailed analysis of requirements in the anti-aircraft/missile area is being undertaken. Present development efforts include the HAWK improvement program, the anti-tactical BM(ATBM) program, and the Surface-to-Air missile (SAM-D) program, all of which are Army developments that have Marine Corps funding and participation.

Further development of the AN/TPS-36 long range radar was discontinued. Performance of the TPS-34 was much superior, and emphasis is being placed on product improvement.

A new long range 3D radar (TPS-32) is well along in the development cycle; however, another R&D model will be constructed prior to procurement.

The design study phase of the lightweight amphibious assault air surveillance radar has been completed, and a contract for fabrication of two service test models was issued. This set doubles the performance characteristics of the set it will replace (UPS-1) with a 60% reduction in overall weight.



4. FACILITIES

The fiscal year 1965 Military Construction Program provided training, maintenance, and troop support facilities for the Marine Corps.

The major construction projects sponsored by the Marine Corps were as follows:

- a. Barracks construction at Camp Pendleton, California.
- b. Utilities at Camp Pendleton, California.
- c. Data processing installation and stock account records building, Camp Butler, Okinawa.

Clear adherence to the Marine Corps Facilities Planning System has produced more accurate data in determining basic facilities requirements.

Continuing emphasis upon the Marine Corps Facilities Maintenance Program is providing more effective maintenance of Marine Corps facilities and improvement of over-all Marine Corps management in the maintenance area.



D. FINANCIAL MANAGEMENT

During fiscal year 1965 the Marine Corps developed a Uniform Accounting Classification Code System for application at Marine Corps Supply Centers. Basically, the system envisions uniformity of financial information in all phases of planning, budgeting, and execution. The system will assist management in evaluating the performance of similar functions by field activities through the standardization, insofar as practical, of the elements of financial input data. Further, the system will provide a firm base for interchange of data without extensive manual or mechanical data handling. The system was operational 1 July 1965.



E. INVENTORY MANAGEMENT

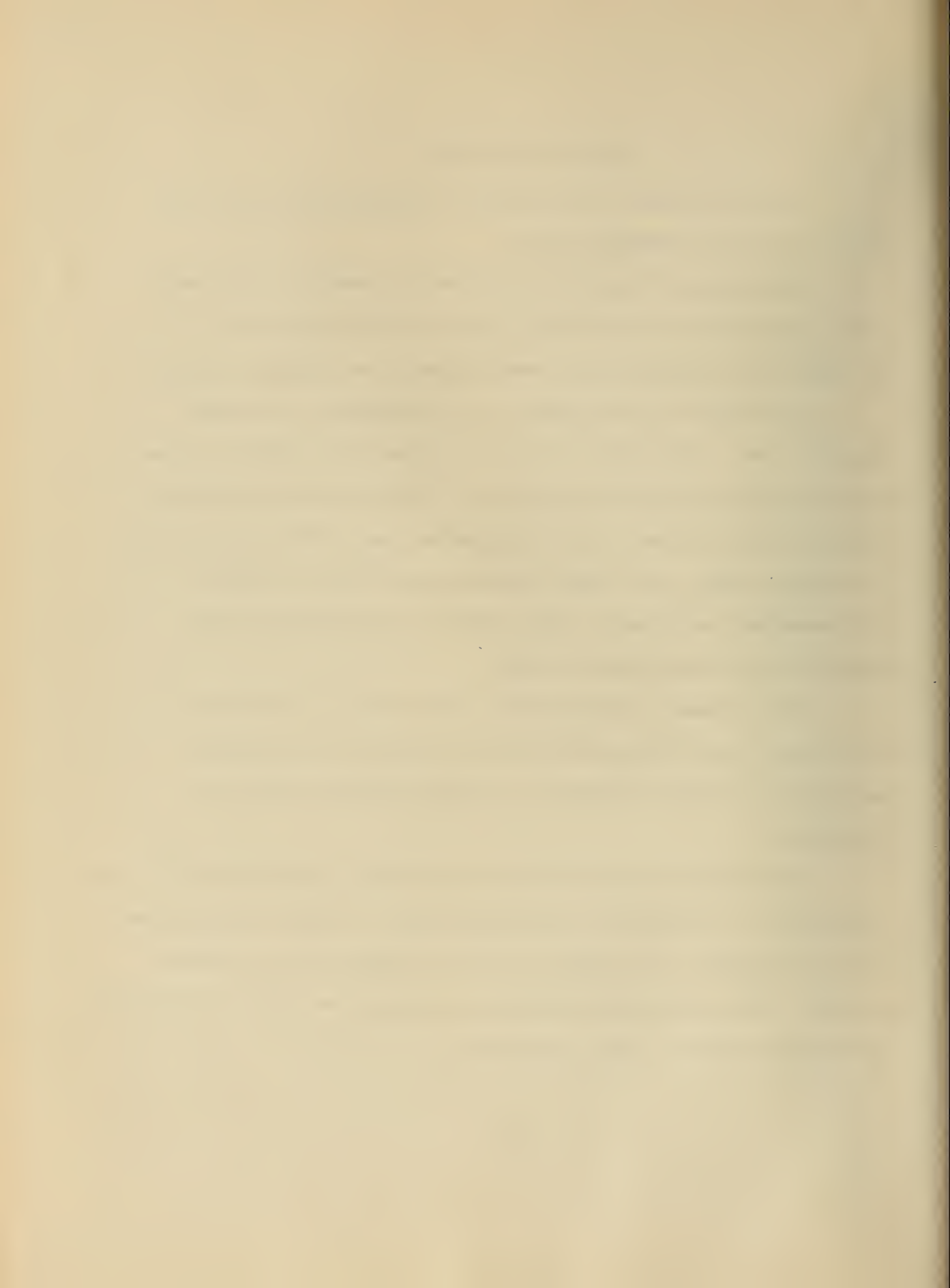
During fiscal year 1965 concurrent development proceeded in a number of inventory management areas.

Provisioning procedures were revised to insure more integrated control throughout the provisioning process, with the objective of providing optimum supply support when equipments are placed in service.

A new program was developed for the management of secondary reparable items. The objectives of this program are to provide maximum response to the operational requirements of users, to provide positive control of both serviceable and unserviceable items at all echelons, and to establish supply levels which achieve maximum economy consistent with operational requirements. This program is scheduled for full implementation during fiscal year 1966.

The management of prepositioned war reserves was centralized during fiscal year 1965, providing improved control of requirements determination and stock management, and more responsive withdrawal procedures.

Installation of automated materials handling systems within the bin storage areas of the Marine Corps Supply Centers, at Albany, Georgia, and Barstow, California, was completed during the fourth quarter of fiscal year 1965. Both systems are fully operational, and, to date, the efficiency and economy expected is being experienced.



F. COST REDUCTION PROGRAM

For fiscal year 1965, the Navy assigned a cost reduction goal of \$62.357 million to the Marine Corps. The Marine Corps reported to the Secretary of the Navy for fiscal year 1965 cost reductions of \$78.057 million. This is approximately 125% of the goal assigned.



G. AUTOMATION

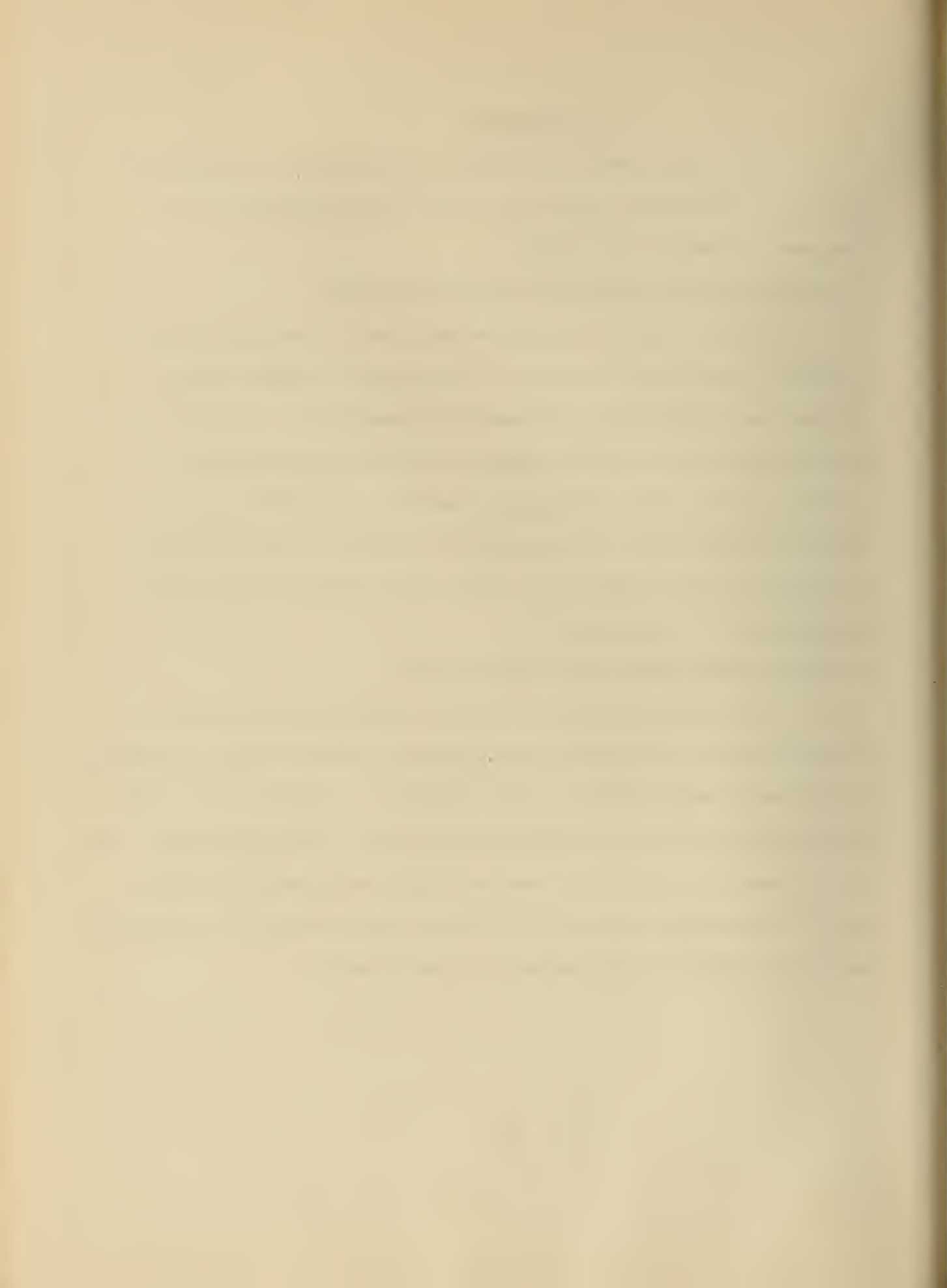
During fiscal year 1965, there were several major developments which will significantly improve the economy and efficiency in the management of Marine Corps affairs.

1. MARINE CORPS UNIFIED MATERIEL MANAGEMENT SYSTEM

This system will be highly automated and will centralize the management, accounting, and control of all Marine Corps materiel at the Inventory Control Point, Philadelphia, Pennsylvania. The Marine Corps Supply Centers and Stock Accounts will become Remote Storage Activities for the issue or receipt of material as directed by the Inventory Control Point, with an inherent reduction in record-keeping at all Remote Storage Activities. This system is being developed for implementation in fiscal year 1967.

2. MARINE CORPS RESERVE DATA SERVICES CENTER

A new field activity was established which will bring about a centralization of all functions associated with automatic data processing for the Marine Corps Districts. This activity is located in Kansas City, Kansas, and will be fully operational by the end of fiscal year 1966. The establishment of a centralized Reserve facility will provide for greater economy in personnel utilization and greater effectiveness in the over-all management of Marine Corps Reserve Personnel resources.



3. PURCHASE OF AUTOMATED DATA PROCESSING (ADP) EQUIPMENT

Marine Corps management of ADP facilities continuously reviews data processing operations and costs to assure maximum economy and efficiency. In April, 1965, action was taken to purchase ADP equipment which was being leased by the Marine Corps. The purchase price provided the Marine Corps with an 18-month break-even point and a hedge against continued high rental costs after amortization. Greater economy in ADP costs will be realized in fiscal year 1967.

4. DATA PROCESSING OPERATIONS IN REPUBLIC OF VIETNAM (RVN)

With the deployment of Marine Corps forces to RVN, mobile data processing facilities were included. The ability of this equipment to economically support the logistic requirements of the Marine Corps are being efficiently demonstrated. This mobile facility was deployed to RVN in March, 1965. Due to the critical nature of its operation a second computer is being sent to RVN to provide on-site dual back-up to the basic installation, and support to Third Marine Amphibious Force processing requirements.



H. MANPOWER UTILIZATION

1. WOMEN MARINE PROGRAM

In August 1964 the Marine Corps convened a Study Group to conduct a complete and exhaustive study of the Women Marine Program. The Study Group investigated the Women Marine Program in depth by delving into policies relating to requirements, procurement, assignment, training, promotion and utilization. On 1 February 1965, the Commandant approved 75 of the 83 recommendations submitted by the Study Group. This action corrected existing deficiencies and effected substantial improvements in Women Marine utilization policies.

2. MANPOWER CONTROL AND UTILIZATION MANUAL

The Marine Corps completed a major revision and consolidation of existing Manpower Control and Utilization procedures. These revised and consolidated procedures were incorporated into a single directive which is presently being distributed to all Marine Corps activities. The publication of MCO P5910.6 (Manpower Control and Utilization Manual) should materially assist all personnel concerned with manpower management in the execution of assigned responsibilities.



3. TABLE OF ORGANIZATION VALIDATION PROGRAM

During fiscal year 1965 a board of Marine Corps general officers completed a comprehensive scrutiny of the entire billet structure of the Corps. After careful examination, 1489 military billets were eliminated and the tables of organization were revalidated. In actuality, this was an audit of the utilization of people, to make certain that every billet in the Marine Corps is essential and that each man is used to the best advantage. The program also served to validate the Marine Corps manpower foundation and to improve the ratio of the strength in the operating forces against that in the supporting establishment.



I. AUDITING

The Marine Corps' responsibility for auditing, external and internal, is one of response to external audits made by the General Accounting Office, an agency of the Congress, and to internal audits made by the single audit organization within the Department of the Navy under the direction of the Auditor General of the Navy.

General Accounting Office audit of the military Services has increased significantly in recent years. A total of 102 final reports were issued DOD-wide in calendar year 1962; 128 in calendar year 1963, and 249 in calendar year 1964. Through 30 June 1965, 108 final reports have been issued that pertain to the military Services. Although the Marine Corps does not comment on all General Accounting Office reports affecting Department of Defense operations, the Services increasingly are commenting on each other's reports wherein common functional areas are addressed. General Accounting Office audits of Marine Corps activities during fiscal year 1965 were primarily concerned with the areas of maintenance, procurement, and supply.



The authority of the Auditor General of the Navy to make internal audits of Department of the Navy activities derives from the National Security Act Amendments of 1949 (10 U.S. Code 5061). The objective of internal auditing is to assist management at all levels in the efficient discharge of its responsibilities by providing independent objective analysis and substantive comments concerning the activities reviewed. Internal audit is concerned with any phase of business activity wherein it can be of service to management. During fiscal year 1965 the Auditor General made 29 internal audits involving Marine Corps activities. These audits covered a wide range of subjects, including those areas stressed by the external audits of the General Accounting Office. Moreover, in accordance with current Secretary of the Navy policy as to maximum utilization of internal audit results, the Marine Corps reviewed and commented on many additional audits pertaining to Navy-managed activities.

While the Marine Corps has taken exception sometimes to specific audit conclusions and the resultant recommendations, every effort is being made to take responsive action to correct underlying causes of disclosed deficiencies and thus attain maximum benefit from the audit effort. To further strengthen disciplines to assure prompt and effective compliance with established Marine Corps standards, the Inspector General of the Marine Corps during his inspections reviews the corrective action taken on problem areas disclosed by internal audit.



C. SMALL BUSINESS

1. PAST PERFORMANCE

In fiscal year 1965, the Marine Corps increased its dollar awards to small business firms by 9.74 percent and its set-asides by 54 percent over the prior fiscal year. This increase was achieved even though total Marine Corps awards fell from \$123,117,973 to \$112,108,187.

2. CURRENT AND FUTURE ASPECTS

As only one month of the current fiscal year has passed, no meaningful statistical information on small business achievements is yet available. Due to the current Southeast Asia situation and the constant need for speed-up of deliveries, it has been found that the set-aside feature of the small business program has lagged. This is solely due to the fact that sole source procurements cannot be set-aside. However, potential set-aside procurements thus lost as a statistic, have, in fact, been procured from a single small business source because past procurement has established small firms as suppliers. It is anticipated that this trend will continue.



VII. CONCLUSIONS

While the physical location of many Marines changed during fiscal year 1965, the missions and roles of the Corps remained the same. The time-tested ability of the Marines to move ashore into a troubled area was proved twice again, in two different lands, from two different oceans.

Doctrine has been validated. Tactics and techniques were proven. New equipment has been received, tested and made operational. Together the Navy and Marine Corps have effectively extended American seapower ashore, in a concerted effort to preserve the right of a people to live in freedom.



AG-rrl-5

~~31 AUG 1966~~

MEMORANDUM FOR THE DIRECTOR, OFFICE OF PROGRAM
APPRAISAL

Subj: Annual Report of the Secretary of the Navy - FY 1966⁷ 1966

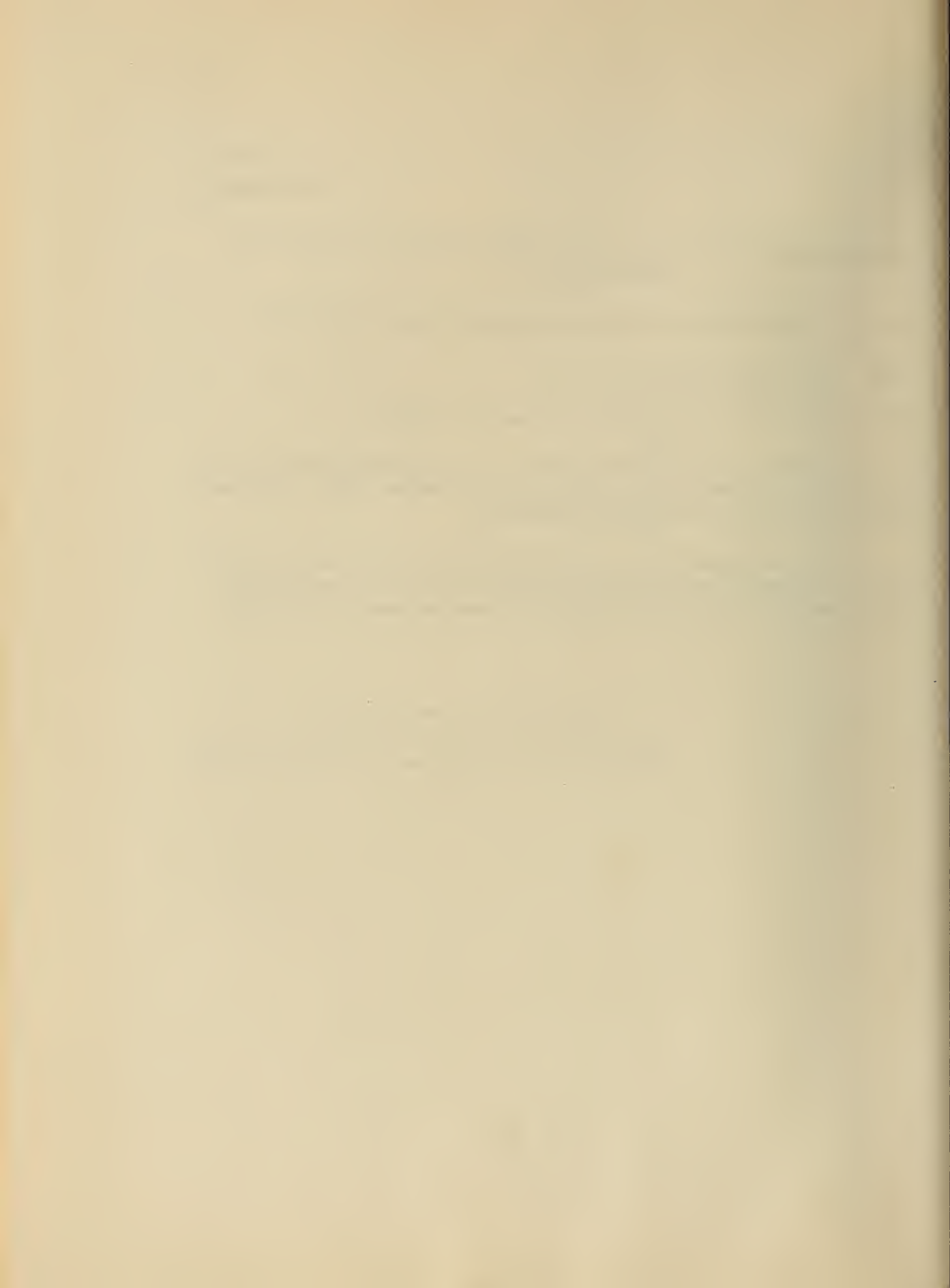
Ref: (a) SECNAVINST 5000.5B
(2) COPY NOTICE 5000

Encl: (1) Source material for the subject report

1. Reference^{and (b)} (a) requested that source material for the subject report be submitted to your office by 1 September 1966. Enclosure (1) is forwarded in compliance therewith. ⁷

2. It is requested that a draft manuscript of the subject report, with all material that is to be contained therein, be furnished the Commandant of the Marine Corps for comment and concurrence.

L. F. CHAPMAN, JR.
Lieutenant General, U. S. Marine Corps
Chief of Staff, Headquarters, Marine Corps



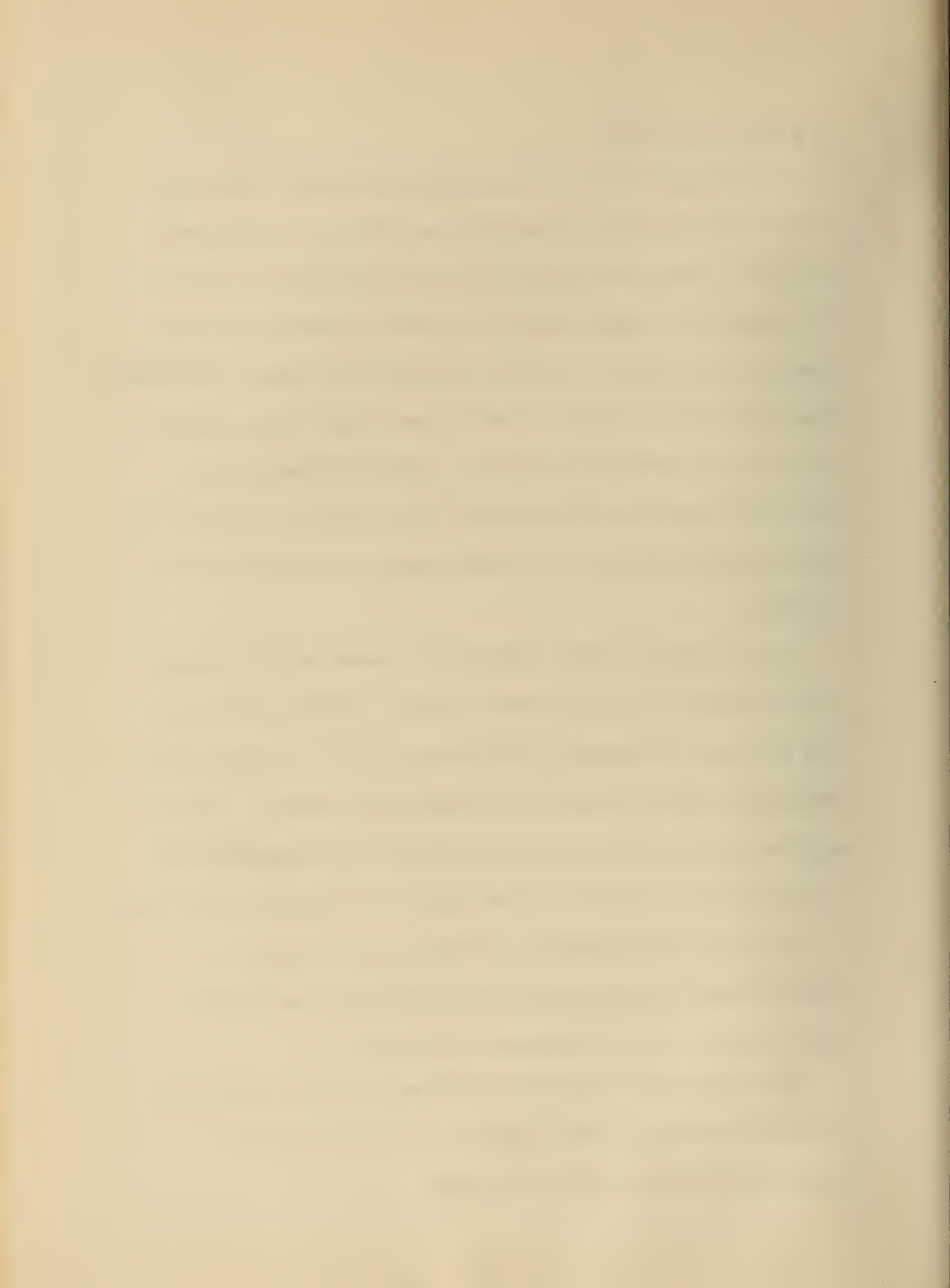
SPECIAL PROJECTS

Fiscal year 1966 saw the initiation of a Marine Corps study on Riverine Operations. The study was directed at the following question: "What can be done to provide the III Marine Amphibious Force and others with a doctrine for tactics, techniques, organization and materials to continue operations in the riverine environment where their amphibious landing has located them, without degrading their capability to conduct amphibious operations?" From this it followed that the study would examine; mobility, firepower, command/control and communications, intelligence, and logistics.

A study panel of Marine officers was convened at the Marine Corps Landing Force Development Center, Quantico, Virginia. The panel met commencing in December, 1965. The first report produced an Interim Doctrine for Riverine Operations. This was approved by the Commandant of the Marine Corps and published as "Tentative Fleet Marine Force Manual 8-4" in April of this year.

This is the first service approved doctrinal manual on riverine operations and is specifically related to the problems being encountered in the Republic of Vietnam.

The study panel is continuing to refine the doctrine and will ultimately produce a Marine Corps doctrinal publication for general riverine operations in any area.



IV. SEAPOWER CAPABILITIES

NAVAL WARFARE CAPABILITIES

Carrier Strike Warfare

Marine Aircraft Wings are assigned the mission of participating as an integral component of Naval Aviation, in the execution of such Navy functions as the fleet commanders direct.

To be prepared to execute the carrier deployment portion of their mission, Marine units routinely qualify in carrier operations during training. In 1966, Marine fighter and attack squadrons continued their periodic deployments aboard Navy carriers. A Marine All-Weather Fighter Squadron operated aboard USS ORISKANY for the full period of her deployment in the Western Pacific. Another All-Weather Fighter Squadron was assigned to USS FORRESTAL's Carrier Air Wing for a Mediterranean cruise. The Marine Corps maintained a detachment of "Skyhawks" aboard USS HORNET and presently has a full attack squadron aboard USS INDEPENDENCE.

Anti-air Warfare

The Marine Corps continued its development and improvement of the integrated anti-air warfare program. Surface-to-air missile battalions equipped with HAWK surface-to-air missiles, fighter squadrons employing 20 millimeter cannon and air-to-air missiles, and the ground control facilities to coordinate the overall effort comprise the essential elements of this integrated system. The flexibility of this system is illustrated by the integration of the 1st Marine Air Wing anti-air warfare team with other U. S. forces in the I Corps Zone in Vietnam.

During this period, a second HAWK battalion and an air control squadron were deployed to Vietnam for the defense of the Chu Lai combat base.

Fighter squadrons based in the Continental United States continued to provide standby augmentation to the Continental Air Defense Command.

Amphibious Assault

In September, 1965 the Secretary of Defense deferred programmed Amphibious Assault Ship construction planned for fiscal year 1967 until the concept of a multipurpose, large general amphibious assault ship could be developed. This concept, called the LHA concept, was submitted to the Secretary of Defense in 1966.

The Secretary of Defense is proposing a significant program including introduction of the large general purpose amphibious assault ship concept to modernize the Amphibious Force. By fiscal year 1973, the proposed program will provide amphibious assault ships in sufficient numbers to embark the assault echelons of two Marine Division/Wing teams, of which 75% will be modern 20-knot types.

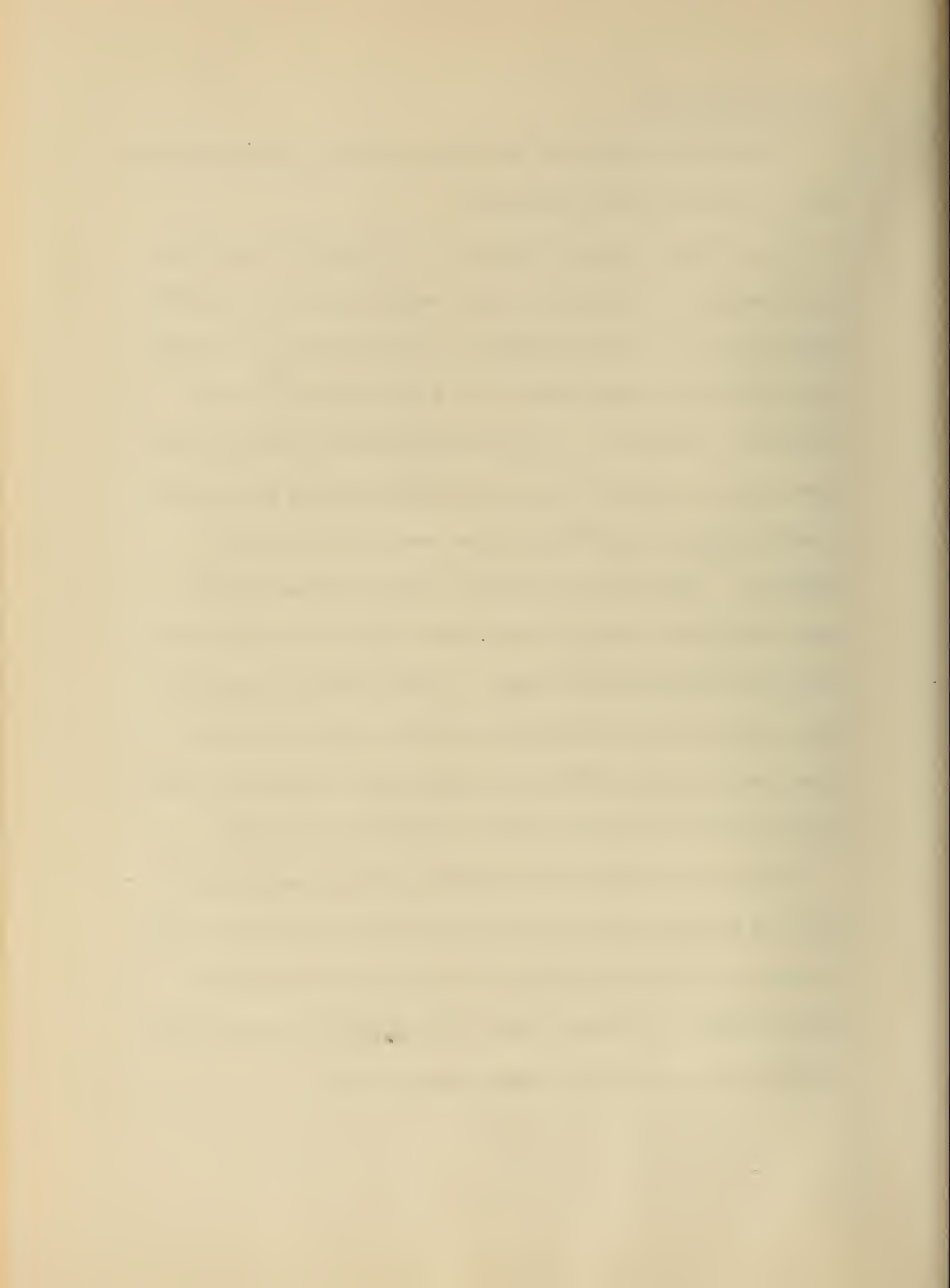


General Readiness

During fiscal year 1966, activation of the 5th Marine Division and its supporting units commenced.

The Division was to be activated in increments with priority being assigned to combat and combat support units scheduled for deployment to the Western Pacific. The first unit to be activated was Regimental Landing Team 26 on 1 March 1966, at Camp Pendleton, California. This unit was further task organized into three Battalion Landing Teams, each self-sufficient and capable of being deployed independently upon reaching operational readiness. The Regimental Landing Team was scheduled for early deployment overseas in Battalion Landing Team increments as it became operationally ready. A cadre system of activation was used with phased personnel, material, training and operational readiness dates following at appropriate intervals in order to provide for an orderly and efficient build-up of the units.

Following activation of this priority unit, the headquarters of the 5th Marine Division and the headquarters of its major subordinate and supporting units were activated on 1 June 1966 at Camp Pendleton. Included within this activation group were units equivalent to a second Regimental Landing Team.



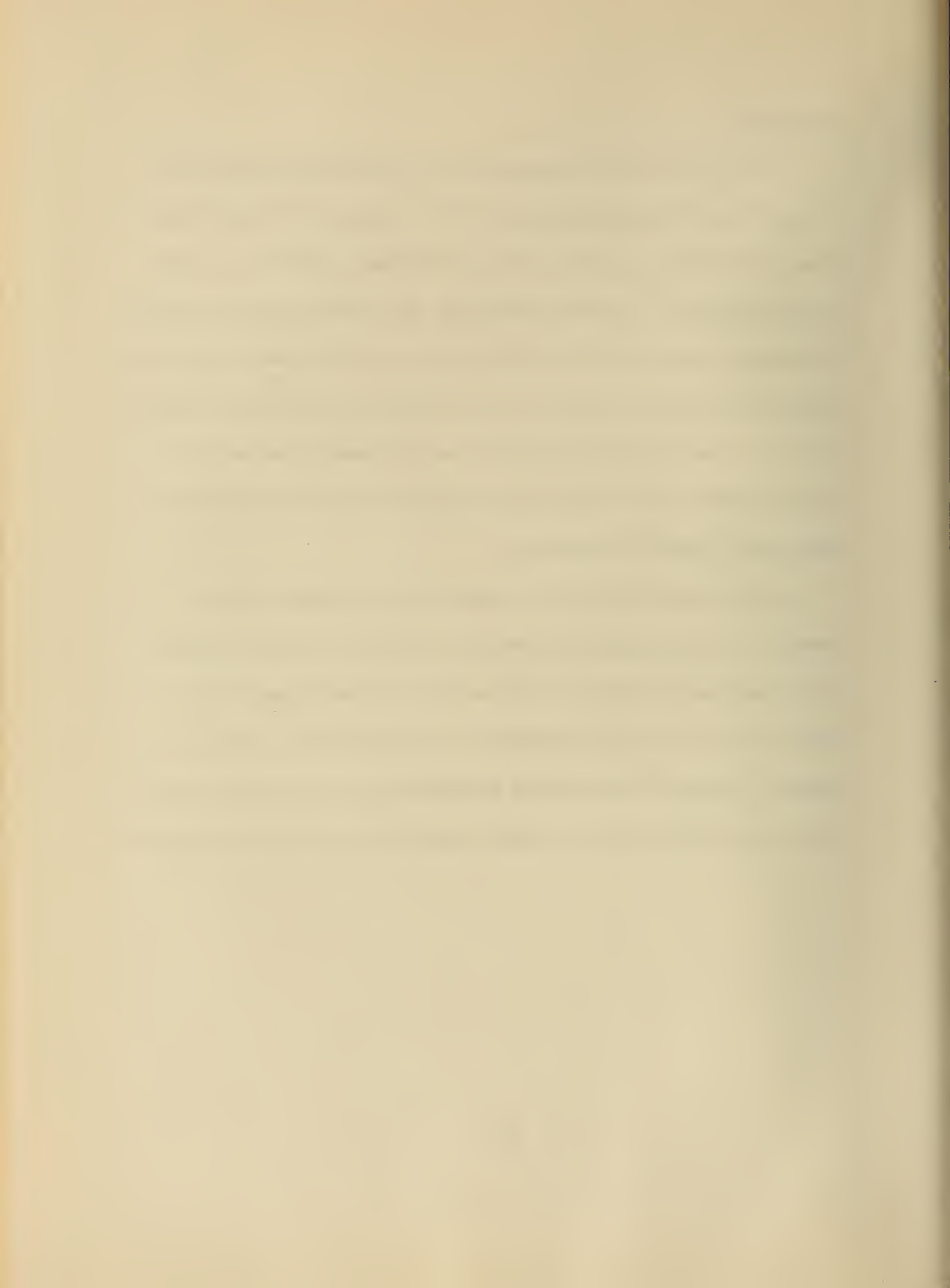
Present plans call for the activation of the third increment of the Division, the equivalent of the third and last Regimental Landing Team, on 1 January 1967 at Camp Pendleton.

It is estimated that the entire Division (Reinforced) will be operationally ready in mid-1967.

Materiel

The Marine Corps concept of prepositioning protected war reserve supplies and equipment for the support of combat forces has been validated by the Marine commitment in Southeast Asia. Units deployed to Vietnam effectively used these protected stocks to enhance their ability to conduct numerous offensive operations which, by their very nature, draw heavily on materiel and equipment. Although temporary shortages have been experienced, at no time were combat operations restricted due to an inability of the support system to respond.

Continuous refinement of materiel requirements and the practice of sound supply procedures, coupled with the extensive usage data accumulated in Vietnam has resulted in increased capabilities and combat readiness. Extensive effort is being applied to obtain total materiel assets for uncommitted elements of the operating forces and newly formed units recently authorized.



Research and Development

Studies concerning Satellite Borne Information Systems, Feasibility of On-Site Fabricated Helicopter Pads, Marine Amphibious Transportation, Mobility of the Marine Expeditionary Force, Feasibility of On-Site Fabricated Beach Matting, and Civil Affairs have been completed.

Studies are currently being conducted on the subjects of: Artillery Fire Support Systems, the Seismic Location of Artillery and Mortar Firing Positions, Digital Transmission and Switching System, Manpower Control System, Support Requirements for a Composite Marine Aircraft Group, Ammunition and Fuel Distribution Systems, Marine Tactical Data System Improvement Program, Advanced Marine Tactical Command and Control System, Tactical Aircraft Survivability, and Integrated Landing Force Position Location and Navigation System.

During the past year several equipment development programs were initiated. The more significant of these include the development of a new landing force assault amphibian vehicle, a one and one-half ton payload marginal terrain vehicle for use in areas which do not possess adequate road networks, and a new air surveillance radar.

The Marine Corps has participated in the Director of Defense Research and Engineering sponsored PROVOST program to provide priority research and development in support of Vietnam operations. Programs being pursued by the Marine Corps include a new fuze for 90 millimeter BEEHIVE ammunition, modifications to the counter-mortar radar, improved radio batteries, improved high frequency radio antennas, modification of the AN/PRC-41 radio, development of a man portable multi-shot flame weapon, an improved naval gunfire radar beacon and an airdroppable beacon for use with helicopters.

Two developments which the Marine Corps has made operational this year are the Seismic Intrusion Detector (SID) and the Lightweight Battlefield Surveillance Radar, AN/PPS-6. The Seismic Intrusion Detector provides excellent assistance in detecting the approach of enemy personnel during poor conditions of visibility. The device is in use by Marines in Vietnam. The Lightweight Battlefield Surveillance Radar is a 35 pound man portable device, presently on the way to Vietnam in limited numbers for troops tests.

III. NAVY AND MARINE CORPS OPERATIONS

MAJOR OPERATIONS

The past fiscal year has been marked by an increase of Marine Corps combat power in the Republic of Vietnam and by a continuing refinement of our operations in that area.

These operations may be placed in four main categories:

- (1) Conducting large unit operations.
- (2) Defending two major airfield complexes, in which are located half of all the U. S. combat air resources in Vietnam.
- (3) Fighting an intensive counter guerrilla campaign.
- (4) Execution of a vigorous civic action program.

To accomplish these tasks the personnel strength of the III Marine Amphibious Force has grown to more than 55,000. The 1st and 3d Marine Divisions are there in entirety. The 1st Marine Aircraft Wing (Reinforced) provides the vital fixed wing and helicopter support. All three units receive the required material and maintenance through the Force Logistic Command.

To date, there have been more than 125 operations of battalion size or larger conducted by the Marines. Last August, Operation Star Lite gave the U. S. its first major victory. A Viet Cong regiment was destroyed with over 900 dead. There have been many similar actions since that time. The tempo of operations was stepped up as new battalions arrived in country, adding to the toll of enemy dead.

As of 30 June, 1966, the III Marine Amphibious Force has killed 7,162 Viet Cong/North Vietnamese Army soldiers. The enemy has thus been forced to avoid contact on the part of any of his larger formations, if he is to remain effective.

The amphibious capability of the Navy-Marine Corps Team was effectively employed in Southeast Asia on 16 occasions. The ability to strike the coastline at any point from the sea was demonstrated by the Amphibious Ready Group/Special Landing Force of the 7th Fleet. This force conducted seven unilateral amphibious operations under the code names of Dagger Thrust and Batten Down. It also participated in larger operations ashore and most recently supported an operation of the U. S. Army termed Nathan Hale. This was the first of the Deck House series of operations.

As of 30 June 1966, the III Marine Amphibious Force had conducted 52,367 patrols, 34,536 ambushes, 122 operations of battalion size or larger, and 1,118 company operations, with Marines in the ground forces. In support of these, and in the execution of other assigned missions, Marine aircraft flew 43,578 offensive air sorties and 348,973 helicopter sorties.

During each 24-hour period Marine units are conducting between four and five hundred small unit actions, in addition to the larger and more publicized operations. Though smaller, these actions are essential in the separation of the Viet Cong from the populace and in the denial of his free movement through the countryside.

The increasingly high rate of operations has produced significant results. In March of 1965, Marines controlled no real estate in South Vietnam. The III Marine Amphibious Force now includes over 1,185 square miles, with more being added, inside its tactical areas of responsibility. More than 800,000 Vietnamese civilians live in these areas, occupying 144 separate villages. This creates an ever improving environment in which the peasant can work and live, where the Saigon government can assume its proper function, and the Viet Cong has been totally defeated.



DEPLOYMENTS

In addition to the large commitment in Vietnam, the Marine Corps has maintained units in geographic areas of possible disturbance throughout the world. The positioning of a Battalion Landing Team, together with its vertical assault capability helicopters, on board amphibious vessels of the Navy, is a highly flexible way to prepare for the unknown. A unit thus deployed is in position to provide any response necessary. This could range from simply appearing off shore, through the protection of the lives and property of U. S. citizens and friendly foreign nationals, to the conduct of full scale war.

One such deployment is that of the Landing Force Mediterranean. It is within, and a part of, the U. S. 6th Fleet. This unit cruises the Mediterranean Sea from Spain to Turkey, going ashore on the average of once each month in an amphibious exercise. These exercises not only "show the flag" but they also serve as a training vehicle for those military units who participate from other countries.

The Landing Force Mediterranean is comprised of a Battalion Landing Team from the 2d Marine Division and elements from the 2d Marine Aircraft Wing.

As a result of the political unrest which arose in 1959, a decision was made to alternately maintain a Battalion Landing Team or a Marine Expeditionary Unit afloat in the Caribbean Sea. This unit from the Marine Corps, together with the necessary amphibious shipping of the Navy, is known as the Carib Ready Force. The ground and air units are, again, provided by the 2d Marine Division and the 2d Marine Aircraft Wing. The helicopter capability is placed aboard ship. Expanding the Battalion Landing Team into an Expeditionary Unit requires the addition of a fighter squadron. The fighter aircraft are normally stationed on Puerto Rico or at Guantanamo Bay, Cuba.

Yet a third deployment from the 2d Marine Division is that of the Guantanamo Bay Defense Force. This is an infantry battalion, reduced in organic strength, but reinforced with tanks, artillery, and combat service support elements. Units are rotated from the 2d Marine Division to Guantanamo Bay. Their mission is, of course, base security and defense.

In the Pacific, the Special Landing Force is an integral part of those Fleet Marine Forces assigned to the U. S. 7th Fleet. Its employment this past year has previously been discussed. It should be noted, however, that the Special Landing Force is a part of the 9th Marine Amphibious Brigade, which is, in turn, the Pacific Command Reserve for contingency planning and operations in the Western Pacific.



EXERCISES

The continued deployment of Marine units to combat in the Republic of Vietnam had understandable impact on those exercises scheduled for fiscal year 1966. Commitment of personnel, their equipment, and amphibious shipping caused a decrease in the planned exercises. In spite of this, however, three major exercises were conducted. In addition there were many small exercises of both field and amphibious variety.

One major exercise was Clove Hitch I, which employed a Marine Expeditionary Brigade in an amphibious/helicopterborne landing at Camp Lejeune, North Carolina.

Another was Swampex 65. This large scale counter guerrilla exercise also involved a Marine Expeditionary Brigade. Its locale was the Croatan National Forest in North Carolina.

Vieques Island in the Caribbean was the setting for another Navy/Marine Corps exercise. During June of this year two Marine Battalion Landing Teams were launched ashore from two helicopter carriers and other amphibious vessels. The exercise progressed from a landing to protect and evacuate U. S. nationals into a full scale counter guerrilla exercise.



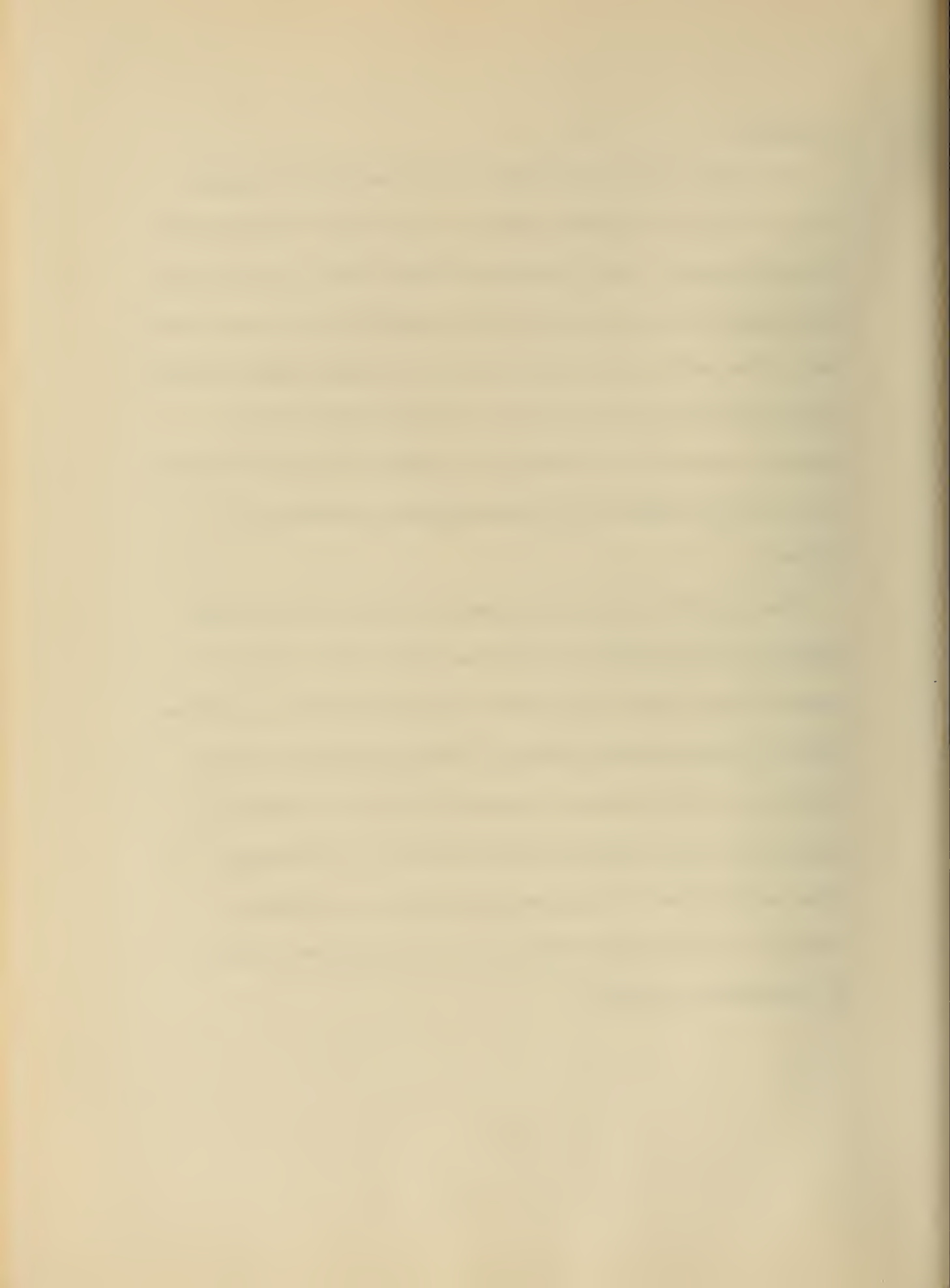
In the Pacific, those Battalion Landing Teams about to assume the mission as the Special Landing Force conduct an amphibious exercise. Originally taking place at Okinawa, the exercises are now conducted in the Philippines where the environment more closely resembles that of South Vietnam.



Logistics

The entire spectrum of logistic effort required to support Marine Forces in Southeast Asia was tested under diverging and trying conditions. The adequacy of Marine Corps Logistics fulfilled expectations and proved highly adaptable to such an environment. The maintenance effort required to sustain an undertaking of this magnitude was enhanced by moving a limited higher echelon maintenance capability into Southeast Asia, and by using the repair and rebuild resources available in Japan and on Okinawa.

The Marine Corps has embarked on a Total Revision and Upgrading of Maintenance Procedures which will provide an improved capability to manage the maintenance effort associated with tactical equipment employed in the Fleet Marine Forces. The Program will provide a new system for identification of maintenance requirements through the use of "maintenance action cards/sheets" and a means for readily associating complete resource requirements for all maintenance actions at all maintenance echelons.



Training

Due to the increased deployment of Marine Corps forces into the combat area and a rapid expansion in total Marine Corps strength, training programs have been temporarily altered to provide essential training in the time available.

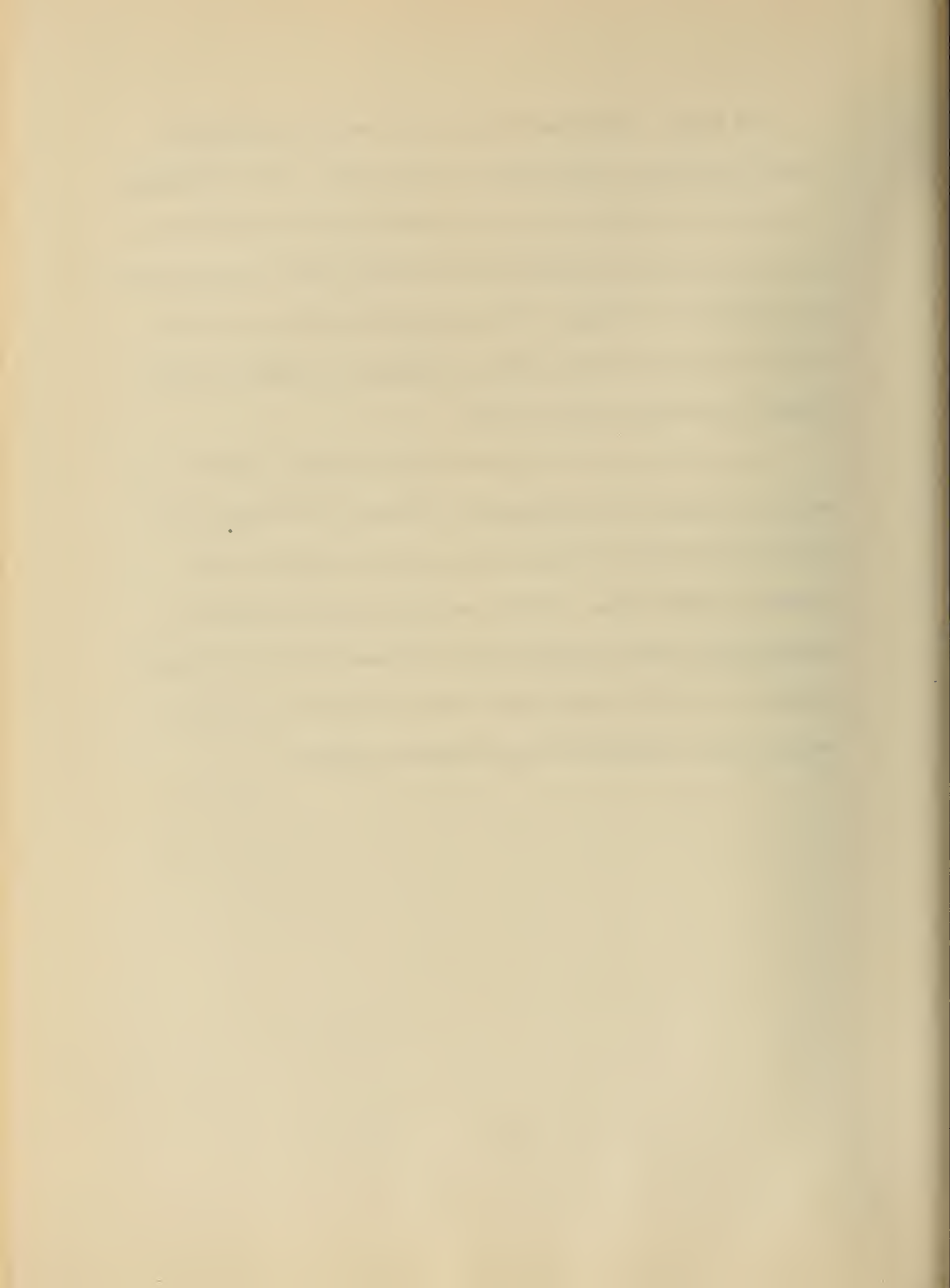
Recruit training has been cut from 12 to 8 weeks; however, there has not been a reduction in the total individual training time for enlisted personnel. Marines continue to receive 4 months of basic training. There has, however, been a reemphasis of certain subjects and a reorientation of training for Marines. Some subjects have been increased while others have been cut down. This has become necessary due to the combat deployment of major elements of the Fleet Marine Force which previously provided on-the-job training.

The reduction of Recruit Training from 12 to 8 weeks provided time for the initiation of intensive specialty training and training specifically oriented toward lessons learned in Vietnam. The new Marine undergoes basic training for a minimum of 16 weeks: 8 weeks of Recruit Training, 2-4 weeks of Individual Combat Training, 2-4 weeks of Basic Specialist Training and two weeks of Replacement Training. The latter phases are specifically oriented toward operations in Vietnam.



The Marine Corps Basic School for newly commissioned officers has been reduced from 26 to 21 weeks. The Amphibious Warfare Schools for majors and captains has been reduced from 42 to 21 weeks by reduction of time devoted to those subjects which are non-tactical in nature. This has approximately doubled the number of professionally trained officers per year available for duties in the Fleet Marine Forces.

It should be noted that the foregoing reductions in officer and enlisted training are but temporary in nature, occasioned by the requirement to train the maximum number of officers in the shortest possible time. As soon as circumstances permit, it is anticipated that the Marine Corps will reestablish the standard enlisted and officer professional training programs in order to provide more complete and comprehensive training.



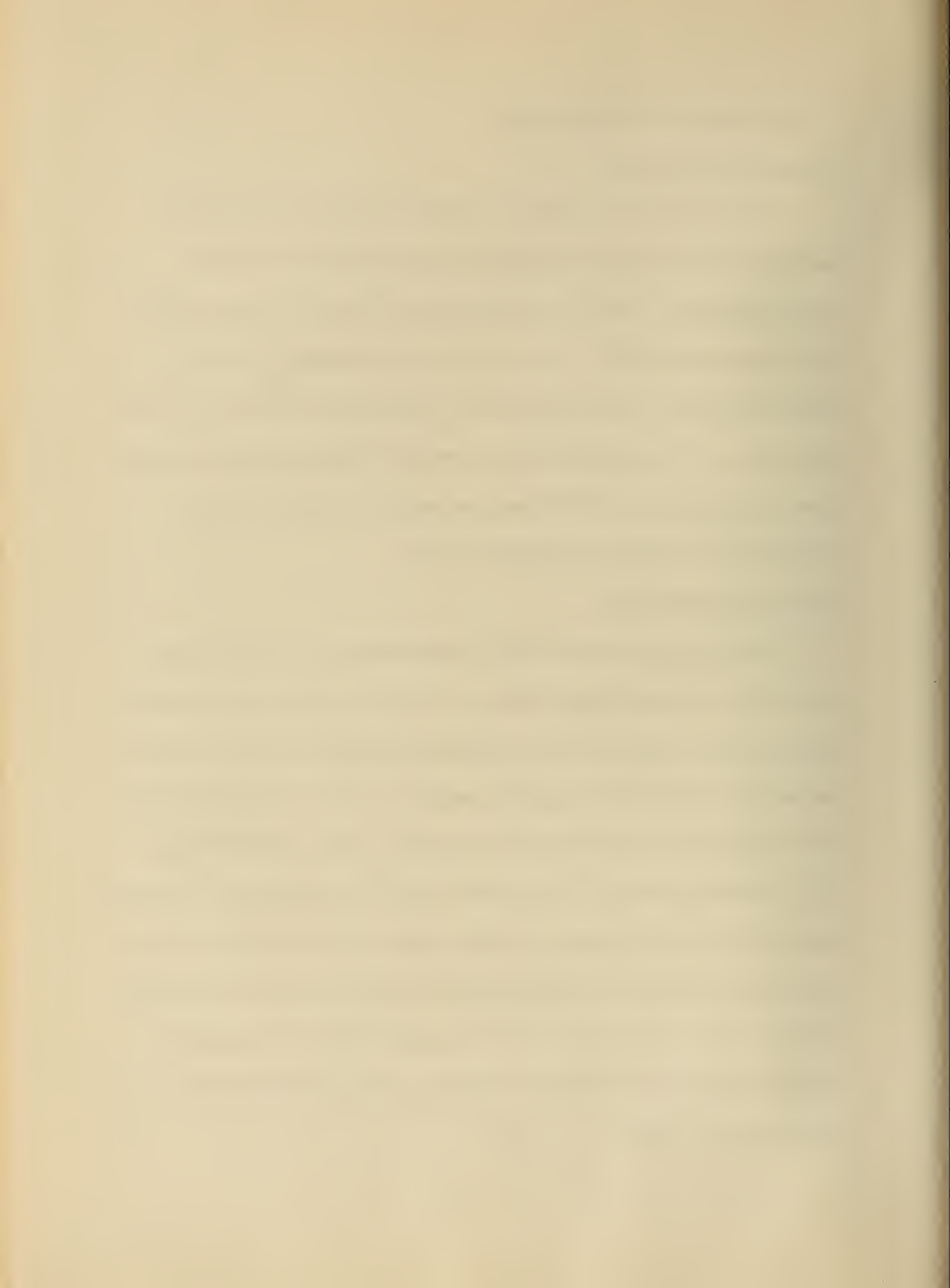
MANAGEMENT IMPROVEMENT

Reports Management

During fiscal year 1966 the reports management program assigned 198 new report symbols and cancelled 188 existing report symbols. This is a net increase of only 10 reports in the total inventory of 1056. As a part of the continuing scheduled review program, 578 reports were reviewed and verified for continued use. To re-emphasize the need for reports management in field commands, June 1966 was designated as Marine Corps Reports and Forms Improvement Month.

Records Management

Marine Corps Order 10460.9 (Moratorium on the Purchase of Correspondence Filing Cabinets) directed Marine Corps funded activities to review records management systems and take action necessary to develop a dynamic program. This program released 261 filing cabinets in excess of anticipated needs. 223 cabinets were reported excess in accordance with the Department of Defense redistribution and disposal program, after Marine Corps requirements were satisfied. Sixteen cabinets have since been purchased leaving a total net decrease of 207 cabinets. This decrease in cabinets resulted in a savings of approximately \$12,000.00 in equipment and space.



Forms Management

During fiscal year 1966 the following forms actions were completed: 62 forms were standardized; 93 forms were revised; 76 forms were disapproved or eliminated; and 20 forms were consolidated into 6.

Between July, 1965 and February, 1966, 124 forms were reviewed by 390 users in the field. This review was implemented to evaluate and improve forms and those procedures and administrative instructions relating to them. Twenty-six of 104 recommended changes in the forms, procedures, or administrative instructions were adopted by Headquarters Marine Corps.

Beneficial Suggestion Program

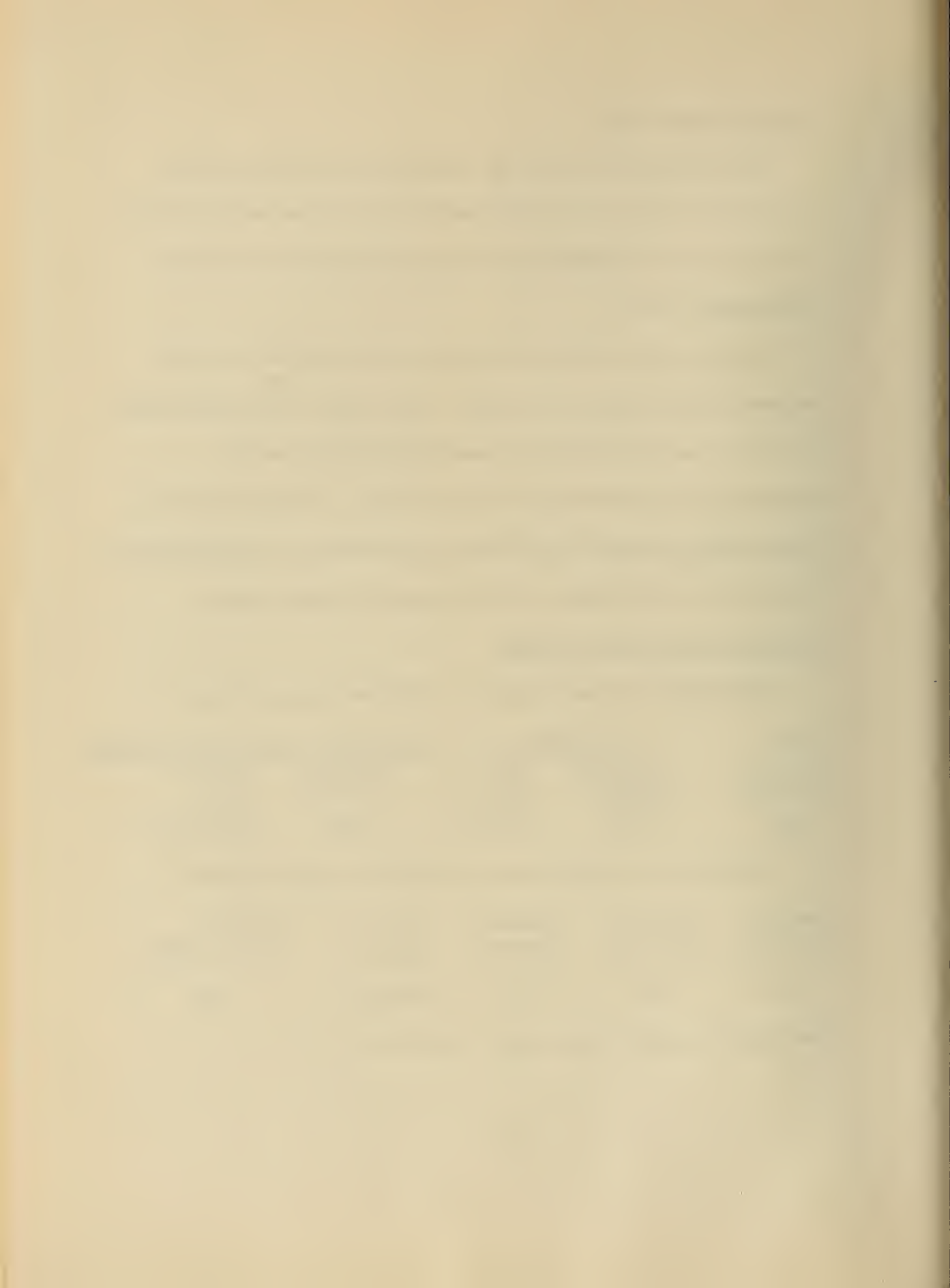
Distribution of Cash Awards to Civilians was as follows:

Total Number Received	<u>Intangible</u> Number Adopted	Amount Paid	<u>Tangible & Combination Benefits</u> Number Adopted	Amount Paid
4213	608	\$15,080	328	\$20,059.50

Distribution of Cash Awards to Military was as follows:

Pending <u>1 Jul 1965</u>	Number Received	Number Adopted	Amount Paid	Pending <u>30 June 1966</u>
52	727	88	\$770.00	180

Net Dollar Benefits (First Year) \$70,034.94

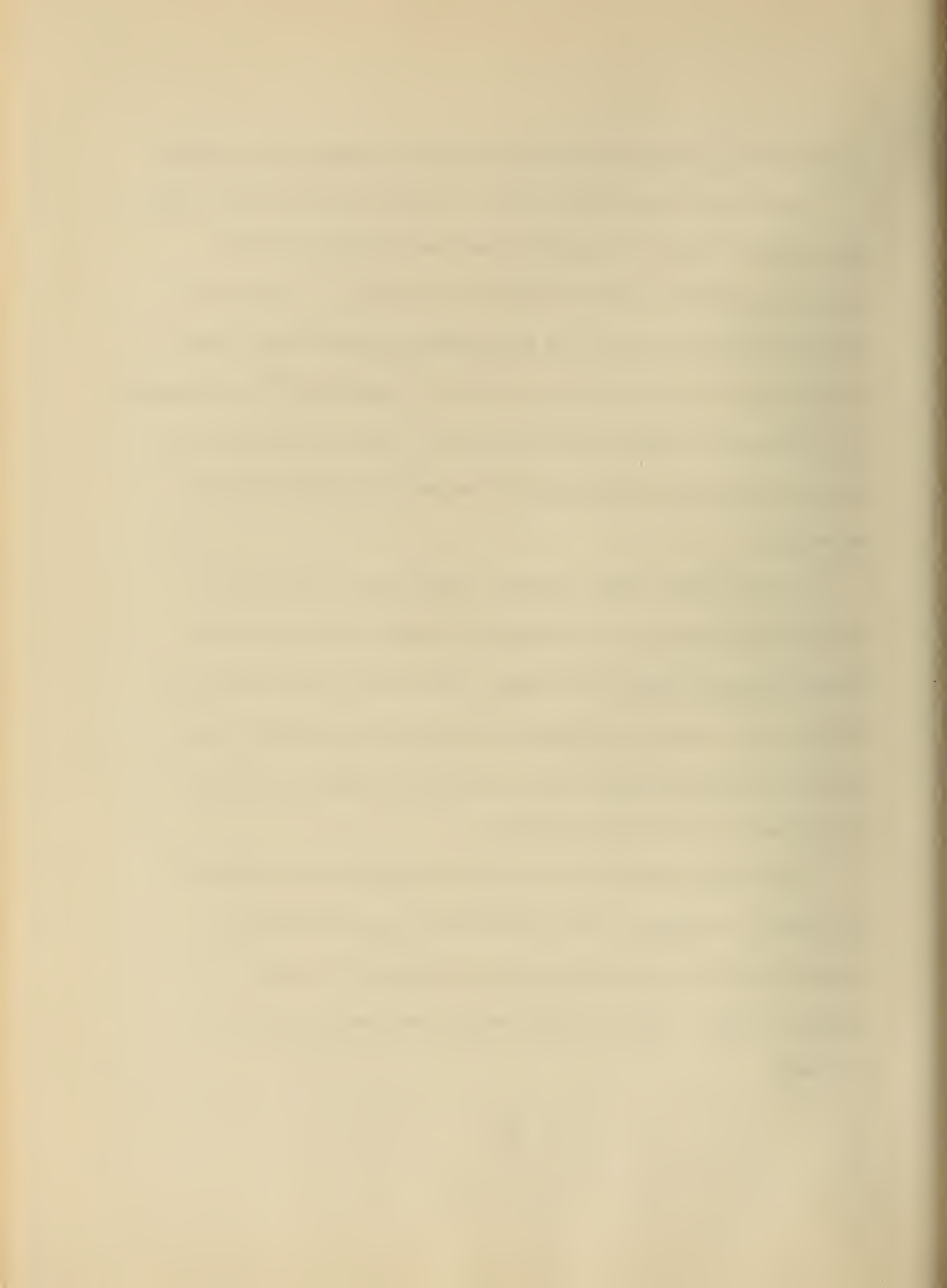


Publication of Uniform Property Disposal Accounting Instructions

In accordance with Department of Defense instructions in 1961, accounting for excess and surplus personal property was discontinued within the Marine Corps stores system. A separate property disposal account was established at each Marine Corps holding activity for receiving, processing, disposing, and accounting for excess and surplus personal property. Since the establishment of those accounts, various locally designed accounting systems were used.

On 3 September 1965, Marine Corps Order 4570.16 was published and distributed to the seven Marine Corps activities having Property Disposal functions. This is the first time in the history of the Property Disposal Program that the Marine Corps has had a comprehensive, uniform accounting system for use by all Marine Corps disposal activities.

This system provides the necessary controls for receiving, processing, disposing, and accounting for approximately \$100 million annually of generations and dispositions of Marine Corps excess, surplus, exchange/sale, scrap, and salvage personal property.



Simplification of Marine Corps Recoverable Items Program Reporting System

The Recoverable Items Program comprises a reporting system whereby selected principal, depot repairable, equipments are recovered, repaired and returned to usable condition; or disposed of if the condition or needs of the Marine Corps warrant. The rewrite of the basic order updated current Marine Corps policy and procedures for equipments which are determined to be economically repairable; related the program to the Replacement and Evacuation Program, the Engineer Equipment Retirement Program and the Secondary Repairable Items Program. During the revision, it was noted that the multiline report of recoverable items submitted by reporting activities could be modified to be reported on a single item basis by use of a standard Department of Defense requisition form; thereby eliminating the necessity of coordinated staffing between commodity branches and preparation of formal consolidated replies. This permitted the report to flow directly to the cognizant item manager and by annotation thereon, provide disposition instructions on an immediate basis; thereby permitting immediate response to requests for disposition of excess/ serviceable principal items and reducing item deterioration and use of premium storage space.

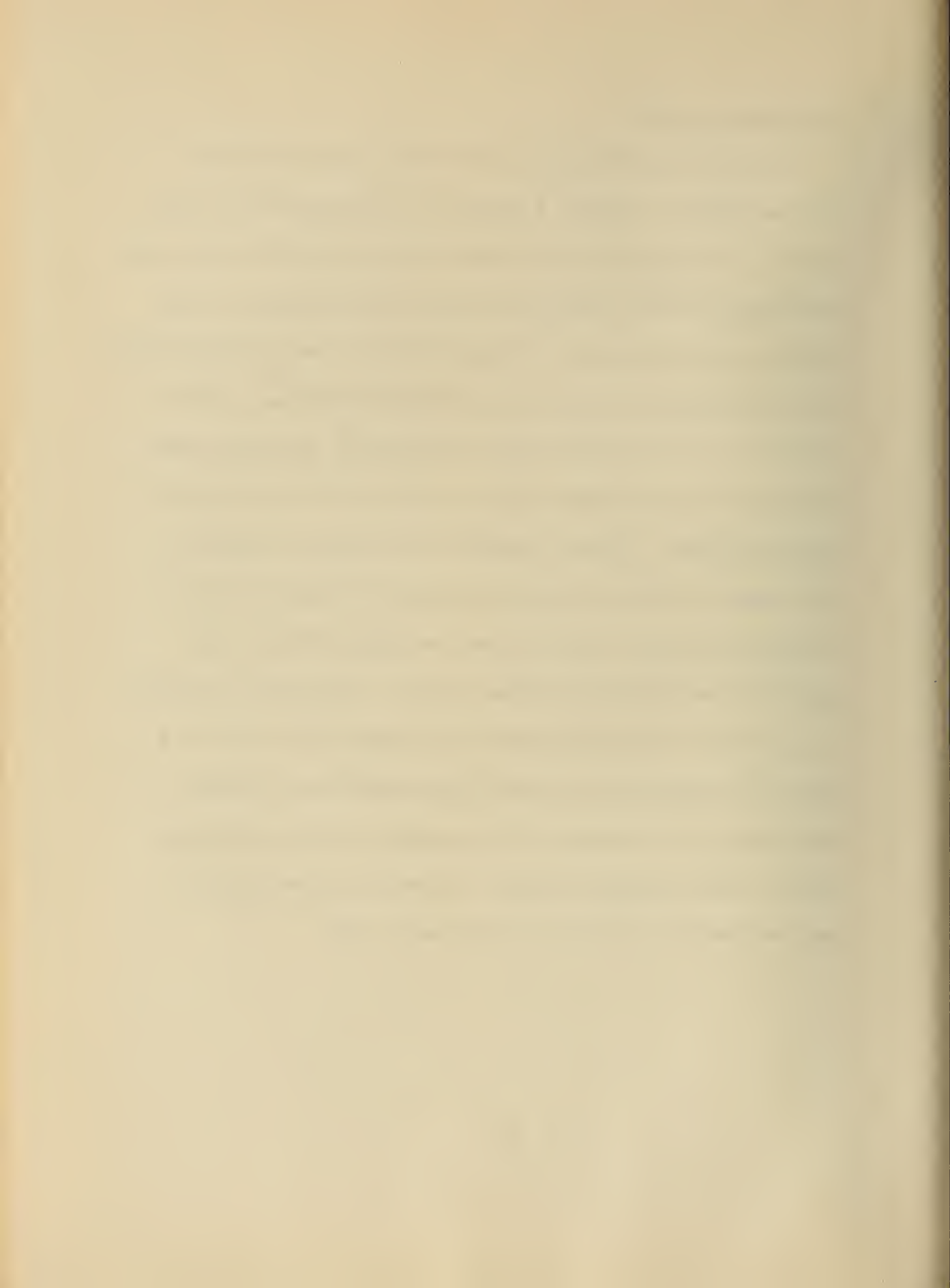


The basic order has been rewritten in preparation of the implementation of the Marine Corps Unified Materiel Management System (MUMMS), and will provide for computerized identification of intransit assets being returned to the supply source; relate the evacuated quantity to the supply source; relate the evacuated quantity to the replacement requisition, and automatic updating of the units' in-use inventory record.



Exchange Accounting

During the past fiscal year, the Marine Corps Exchange Service Division completed a revision of the exchange accounting system. The purpose of this revision was to streamline accounting procedures and still provide uniformity in all exchanges. In the uniform accounting system, provision has been made for distribution of the bookkeeping workload among several individuals. By the establishment of a number of separate journals, the bulk of daily procedures is so arranged that the distribution of work falls into natural divisions. These journals provide separate records of each general exchange operating function and facilitate training of inexperienced personnel who need be responsible for only limited phases of the bookkeeping function. This system provides for quick and accurate preparation of financial statements and a means of comparing current operations with previous periods, which can prove invaluable to commanders, councils, exchange officers, and inspecting officers. These new procedures will become effective worldwide on 1 September 1966.



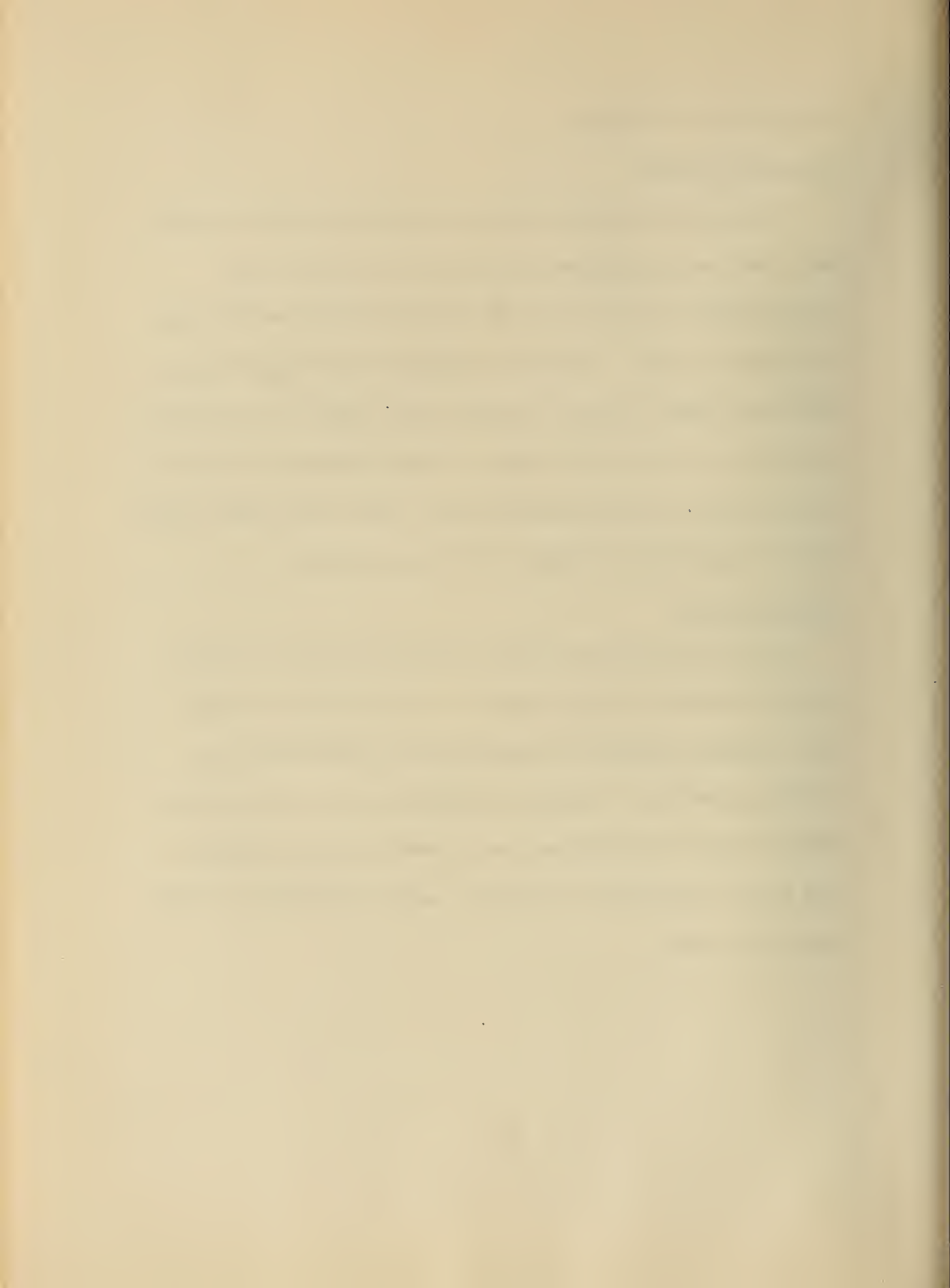
ANALYTICAL STUDIES

Completed Studies

The Marine Corps Operations Analysis Group has completed cost effectiveness analyses pertaining to the Light Armed Reconnaissance Aircraft, and the required Helicopter Mix in the Amphibious Assault. Additional analytical studies addressed to; the Use of Closed Circuit Television in the Marine Corps Schools, An Analysis of "MAULER" (Surface-to-Air-Missile) and "HAWK" (Surface-to-Air-Missile) Effectiveness, and An Integrated Weapon Systems Maintenance Facility, have been completed.

Ongoing Studies

At the present time the Marine Corps Operations Analysis Group is providing analytic support to the evaluation of small arms weapons systems, the development of helicopter cargo handling procedures, command and control of the employment of REDEYE (hand held surface-to-air-rocket), Marine Tactical Data System employment techniques, and is developing a Marine Corps Cost Model.



FINANCIAL MANAGEMENT

During fiscal year 1966 the Marine Corps made several improvements in the area of Financial Management. First, as part of a broad concept of updating the personnel accounting system and automatic data processing capabilities of the Marine Corps Reserve, a Centralized Automated Reserve Pay System (CAREPAY) was developed and made operational at the newly established Marine Corps Reserve Data Services Center (MCRDSC), Kansas City. Among other benefits, the system provides an ability to respond more rapidly to mobilization requirements; permits monthly versus quarterly payments for regular drill attendance; and, through faster receipt of appropriation data on Reserve Personnel Marine Corps of functional account number, provides for improved fiscal management.

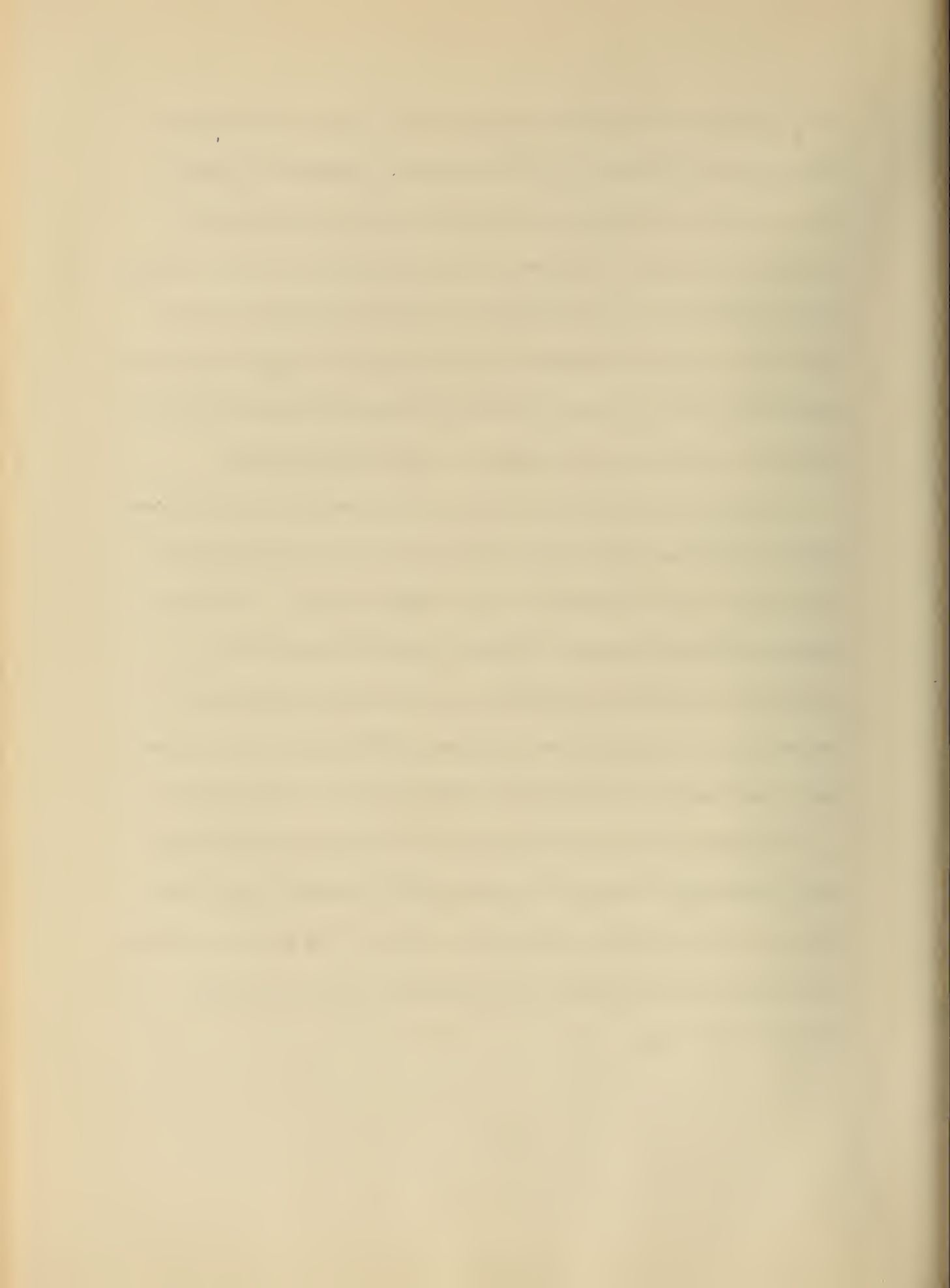
Additionally, during fiscal year 1965 a formal plan for execution of Procurement, Marine Corps Program, was initiated. The results of this plan during fiscal year 1966, in the light of funding acceleration, showed a more than gratifying degree of success. The plan, which entailed close monitoring of program execution on an item-by-item basis provided the following: a means of evaluating progress toward achievement of execution objectives;



early indication of possible slippages and timely consideration of reprogramming action to ensure maximum utilization of funds; and a basis for development of realistic obligation targets for ensuing fiscal years. Further, during fiscal year 1965 the Marine Corps attained 90% of its obligation goal in procurement. Fiscal year 1966 produced obligations amounting to 99% of the obligation goal and 97% of the forecast maximum obligation potential notwithstanding late third quarter receipt of supplemental funds.

Another improvement in Financial Management which occurred during fiscal year 1966 was the standardization of financial information systems at the Marine Corps Supply Centers. This is a system which provides for a uniform account classification structure. Basically, it provides, under current management procedure, the maximum use of financial information by management, particularly in the Repair Division of the Supply Centers.

A uniform cost accounting system for depot maintenance was fully implemented in terms of Department of Defense Instruction 7220.14 at the Marine Corps Supply Centers. The system provides for more precise control over maintenance costs and a better basis for managing.



A uniform chart of accounts covering the supply operations of warehousing and storage at the Marine Corps Supply Centers became effective in fiscal year 1966. This is a forerunner to developing, ultimately, a system to provide uniformity of cost and units of measure for all supply operations.



INVENTORY MANAGEMENT

During fiscal year 1966 concurrent development proceeded in a number of inventory management areas.

A special requirement/procurement program was developed and processed for the new Marine Corps 5th Division.

A program was initiated to forecast consumption in Southeast Asia on a periodic basis and provide output to both Marine Corps item managers and Department of Defense single managers.

Procedures for the control of equipment modification material were improved with increasing mechanization, in the area of reporting of modifications applied.

Intensified efforts were applied to increasing the efficiency of the warehousing function with beneficial results as reflected in Defense Warehousing Gross Performance Measurement reports.

The management of prepositioned war reserves was centralized in fiscal year 1965. In fiscal year 1966, a continuing, intensified program for review and validation of war reserve requirements was initiated.



MANPOWER UTILIZATION

Manpower Requirements Process (Distributive)

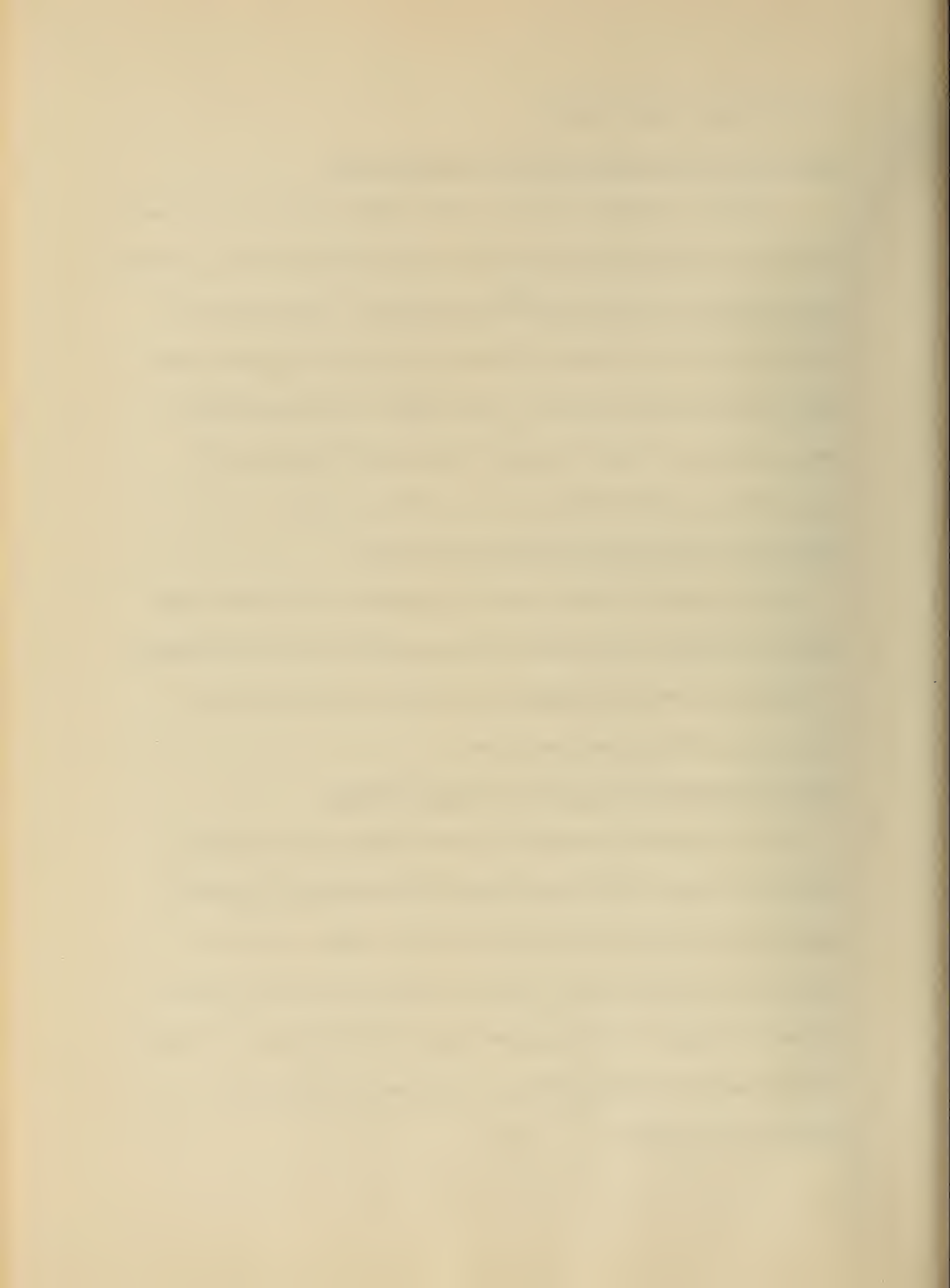
This is a computer process which breaks down, by grade and military occupational specialty, the requirements to man a required force structure and its supporting elements. This system will reduce the time required at present to produce distributive manpower requirements by five to seven weeks. The process has been programmed and is awaiting gathering of test data and acquisition of machine time to run a full scale test.

Manpower Requirements Process (Predictive)

This system provides a tool for projection of enlisted manpower inventory of the Marine Corps up to five years in the future. A concept has been developed in conjunction with work on the distributive process just described.

Improved Personnel Readiness Reporting System

The automated Personnel Readiness System now provides the Marine Corps with weekly up-dated information concerning personnel readiness of Fleet Marine Force units. Action was initiated on an Automated Personnel Readiness Reporting System as the first phase of an automated Fleet Marine Force Operational Effectiveness Reporting System. This first increment was initiated in May 1966.



Variable Reenlistment Bonus Program

On 1 January 1966 the Variable Reenlistment Bonus was implemented by Marine Corps for use as a reenlistment incentive for eligible personnel in "critical skills." In March 1966, the Program was expanded to provide for an increased bonus at certain multiple levels and to include additional skills. This should materially assist in retaining highly qualified personnel in critical skills.

Meritorious Combat Promotions

On 3 June 1965 a special authorization was granted to promote Marines meritoriously for outstanding performance of duty under combat conditions. On 1 July 1966, the authorization was increased. This promotion program will assist retention efforts, reward outstanding performance, and fill vacancies in the rank structure of combat units.



Development of New Personnel Requirements Criteria

During fiscal year 1966, manpower criteria were revised for Messes and Clubs, Food Services, Data Processing, and Marine Air Reserve Training Detachments. Completely new instructions were issued on the following subjects: Fleet Marine Force Organic Supply, Subsistence Supply, Transportation Services, Aviation Operations, and Aircraft Maintenance Support Equipment. Personnel requirements criteria provide the basis for the Table of Organization with respect to workload, occupational speciality, function, and grade distribution. The increased coverage provides a means for increasing effective utilization and for planning manpower requirements.

Productivity Measurement Studies

The first Marine Corps productivity study addressed laundry operations and was submitted to the Department of Defense in July, 1965. The second such study, covering warehousing operations at Marine Corps Supply Centers, Albany, Georgia and Barstow, California was submitted in June, 1965. The results of these studies will provide a statistical basis for determining overall improvement in the use of manpower in those functional areas.

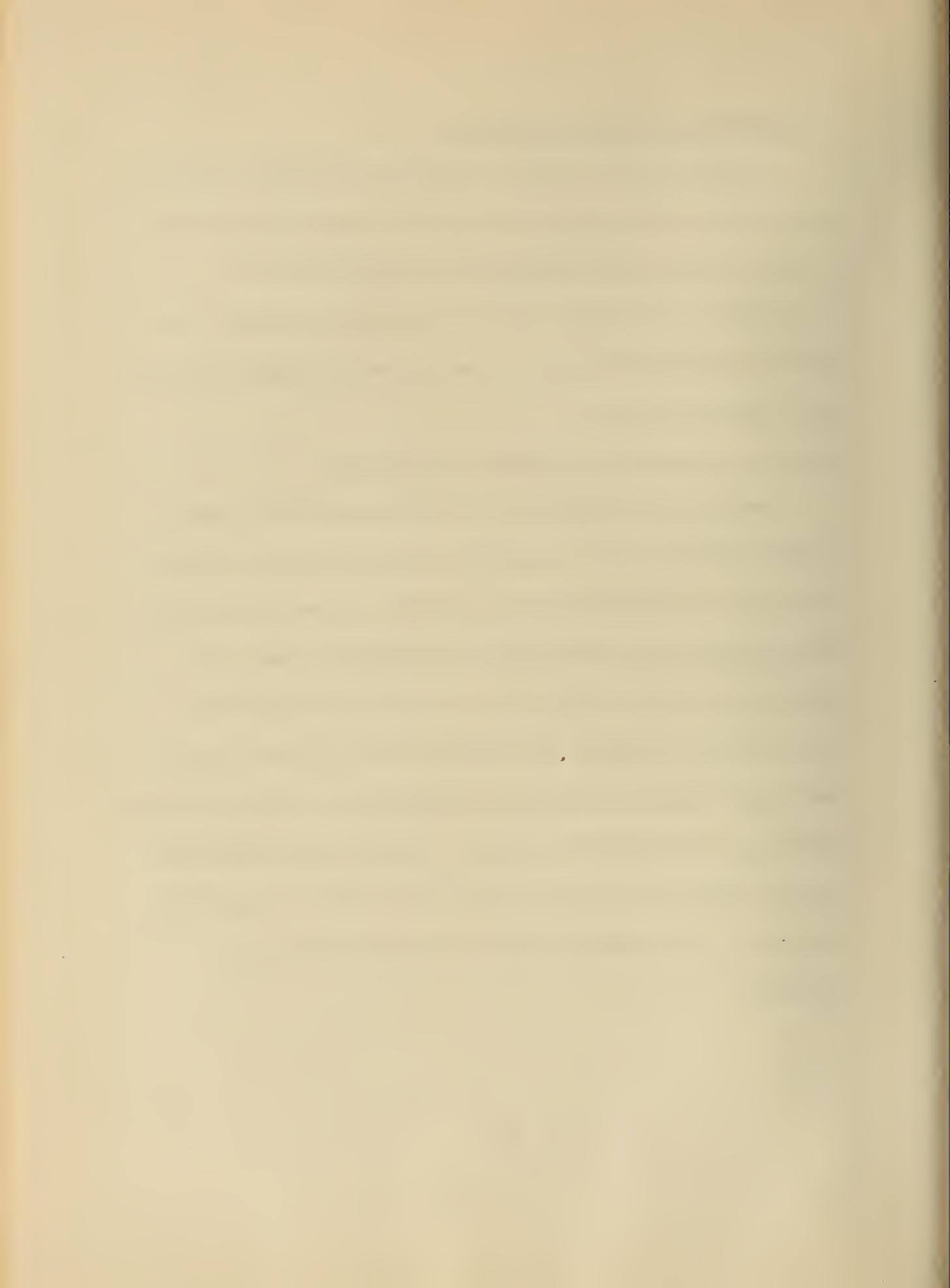


Utilization of Women Marines Study

In August 1964 the Marine Corps convened a Study Group to conduct an in-depth survey of the Women Marine Program. Of 82 of the study groups recommendations approved by the Commandant, staff action had been completed on 73 by 30 June 1966, resulting in more men of the Marine Corps being available for combat assignment.

Deprived Military Occupational Specialty Study

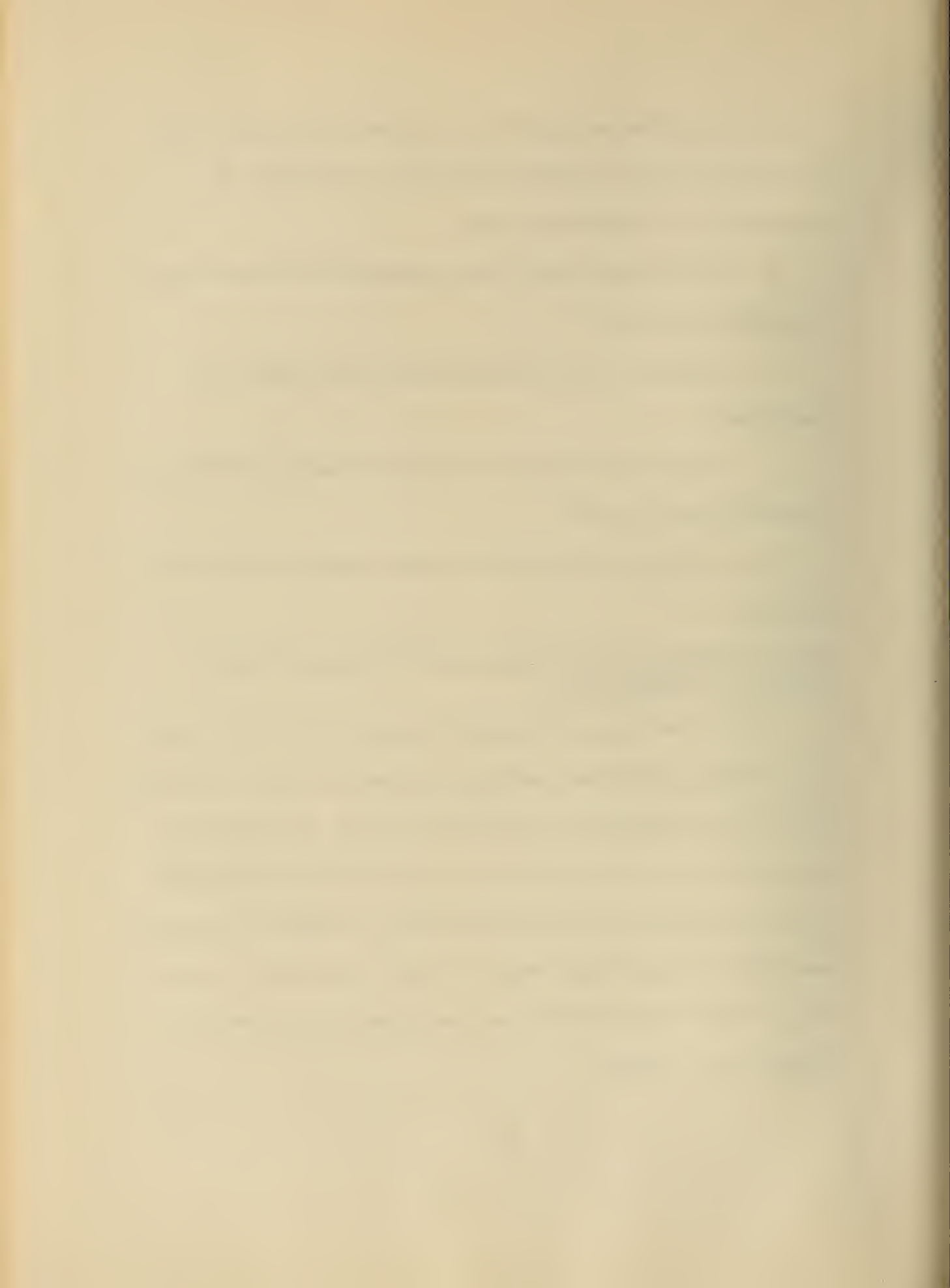
The increase in manpower requirements for the Western Pacific has decreased turn around time between unaccompanied overseas tours (rotation) for all Marines. The rotational pattern for enlisted Marines varies between occupational fields and military specialties. There are certain "deprived" military occupational specialties. In response to this rotational problem, two comprehensive studies were conducted to determine the actions necessary to alleviate the situation. The first was completed in January 1966 and the second early in June 1966. As a result of the studies, the following actions have helped alleviate the problem:



- a. Authorization was given to shorten accompanied tours for personnel with "deprived specialties" to 24 months if necessary for rotational purposes;
- b. Grade substitutions were authorized for personnel with "deprived specialties; "
- c. Military occupational specialty substitutions were authorized;
- d. Promotional quotas to the grades of Lance Corporal and Corporal were expanded.
- e. A program of selective volunteer Reserve recalls was instituted.

Phased Enlisted Billet Requirements VS Phased Protected Enlisted Availability Study

The Marine Corps, like other Branches of the service, has experienced a significant shortage of skilled personnel during the build-up which commenced in the Fall of 1965. In an effort to better analyze potential critical skills and problems areas the Marine Corps studied billet requirements and adjusted personnel availability. Preparations are underway to completely automate the input data to this study so that subsequent reports may be obtained more rapidly.



Position Management Program

In June 1965, the Bureau of the Budget issued circular A-64 directing each federal agency and department to establish a position management system. This circular was implemented by SECNAV Instruction 5310.11. To date, Marine Corps field activities and Headquarters Marine Corps have complied by designating a Position Management Officer and staff and by publishing the required directives. This program will establish an efficient and economical civilian position structure within the Marine Corps.

Military/Civilian Conversion Program - Phase I

Implementation of Phase I of the military/civilian conversion program was directed by the Department of Defense in September 1965. Military end strength reductions amounted to 120 officer billets and 2680 enlisted billets for a total of 2800 military billets. Civilian replacements were programmed at 2600 and were to be completed by 30 June 1966. In April 1966 the Department of Defense approved an extended target date of 31 December 1966. As of 30 June 1966 about 43% of the scheduled conversions had been completed.

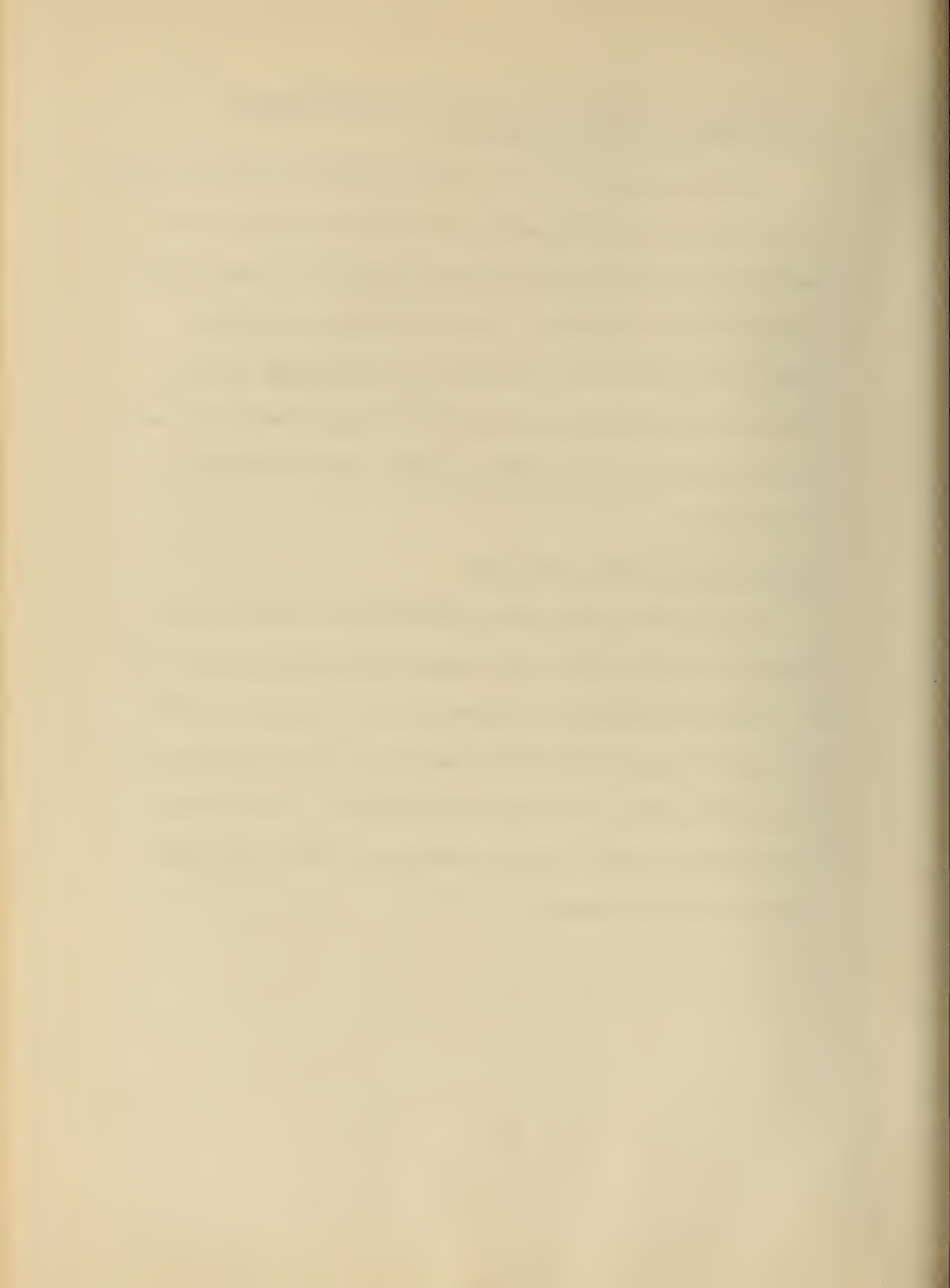


Development of Computerized Officer Population Forecasting System with IBM Contractor

In 1965 a contract was let with International Business Machine Company for a projection making 5 year officer population projections in connection with promotion planning and to effectively manage the officer structure. The development of the basic system was completed by June 1966. The aggregate model is completely functional and was used in developing the fiscal year 67 promotion plan. The individual model is still undergoing development.

The Temporary Officer Program

The Southeast Asia buildup has created a requirement for approximately 6800 additional officers during fiscal years 66 and 67. Implementation of a Temporary Officer Program provided the Marine Corps an expeditious means of acquiring experienced and qualified officers from the enlisted ranks. By 30 June 1966 the Temporary Officer Program had provided 3512 officers toward the total requirement.



COST REDUCTION PROGRAM

For fiscal year 1966, the Navy assigned to the Marine Corps a cost reduction goal of \$22.4 million. The Marine Corps, for fiscal year 1966, reported to the Secretary of the Navy cost reductions in the amount of \$59.843 million.



MEMORANDUM FOR THE DIRECTOR, OFFICE OF PROGRAM APPRAISAL

Subj: Annual Report of the Secretary of the Navy - FY 1967

Ref: (a) SECNAVINST 5000.5B
(b) OPMNAV NOTICE 5000 of 29Jul67

Encl: (1) Source material for the subject report

References (a) and (b) requested that source material for the subject report be submitted to your office by 1 September 1967.

Enclosure (1) is forwarded in compliance therewith.

It is requested that a draft manuscript of the subject report, with all material that is to be contained therein, be furnished the Commandant of the Marine Corps for comment and concurrence.

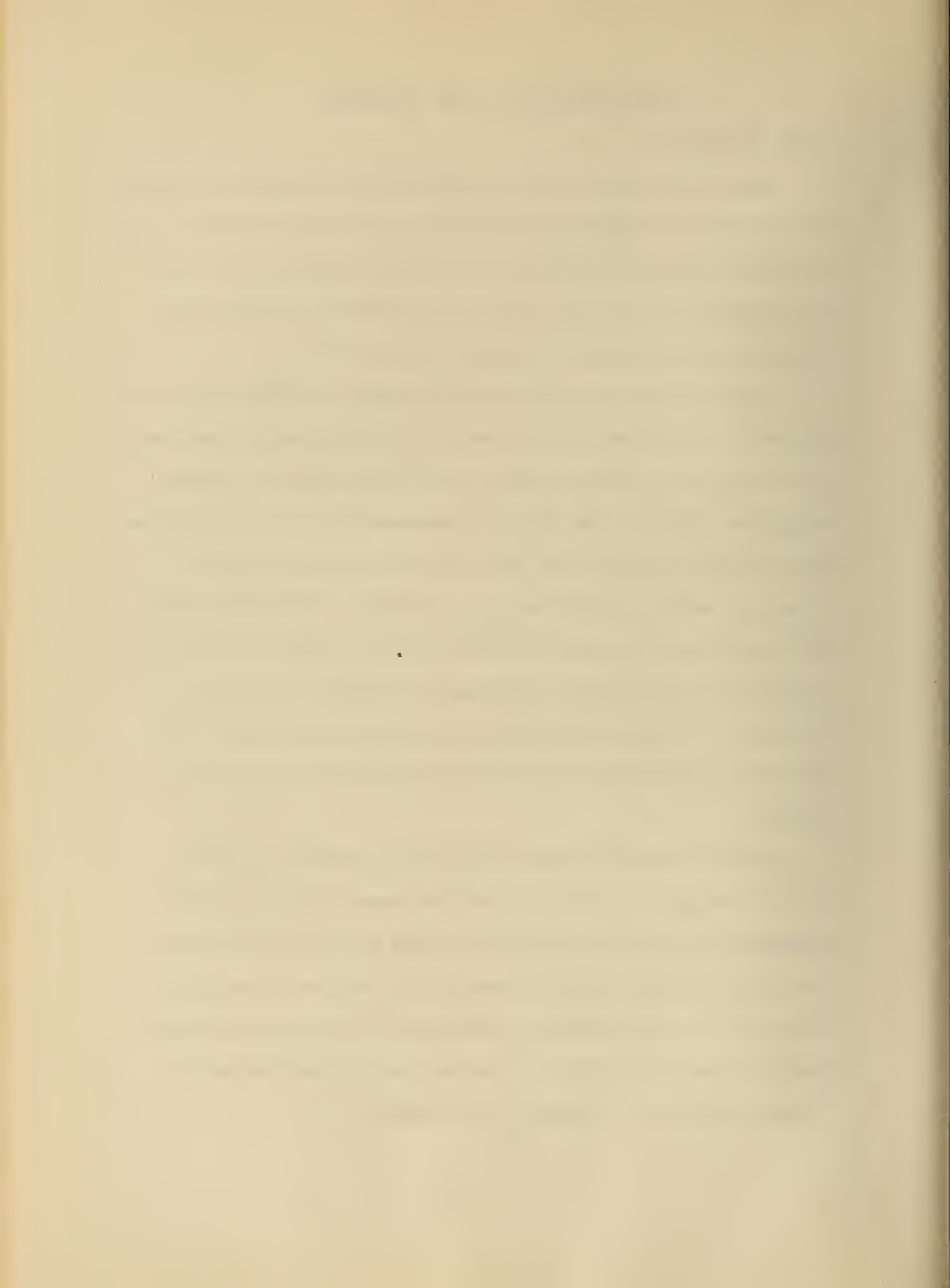
III NAVY AND MARINE CORPS OPERATIONS

MAJOR OPERATIONS

During fiscal year 1967, the Marine Corps maintained in combat its largest force since the Okinawa campaign in World War II. The personnel strength of the III Marine Amphibious Force (MAF) grew from 55,000 to more than 78,000 Navy and Marine Corps personnel, in order to accomplish an increasing number of tasks.

To assist the government of South Vietnam in stemming communist aggression, the overall fiscal year 1967 Marine campaign was designed to maintain a balance between three simultaneous and mutually supporting efforts. The first, a program of large unit operations, aims at attriting the enemy Main Force and regular units; the second, a counter guerrilla campaign, directed toward rooting out and destroying the guerrilla network; and the third, a system of comprehensive Revolutionary Development programs to help the Government of Vietnam consolidate local government control and assist the peasant in the provision of security and productive living.

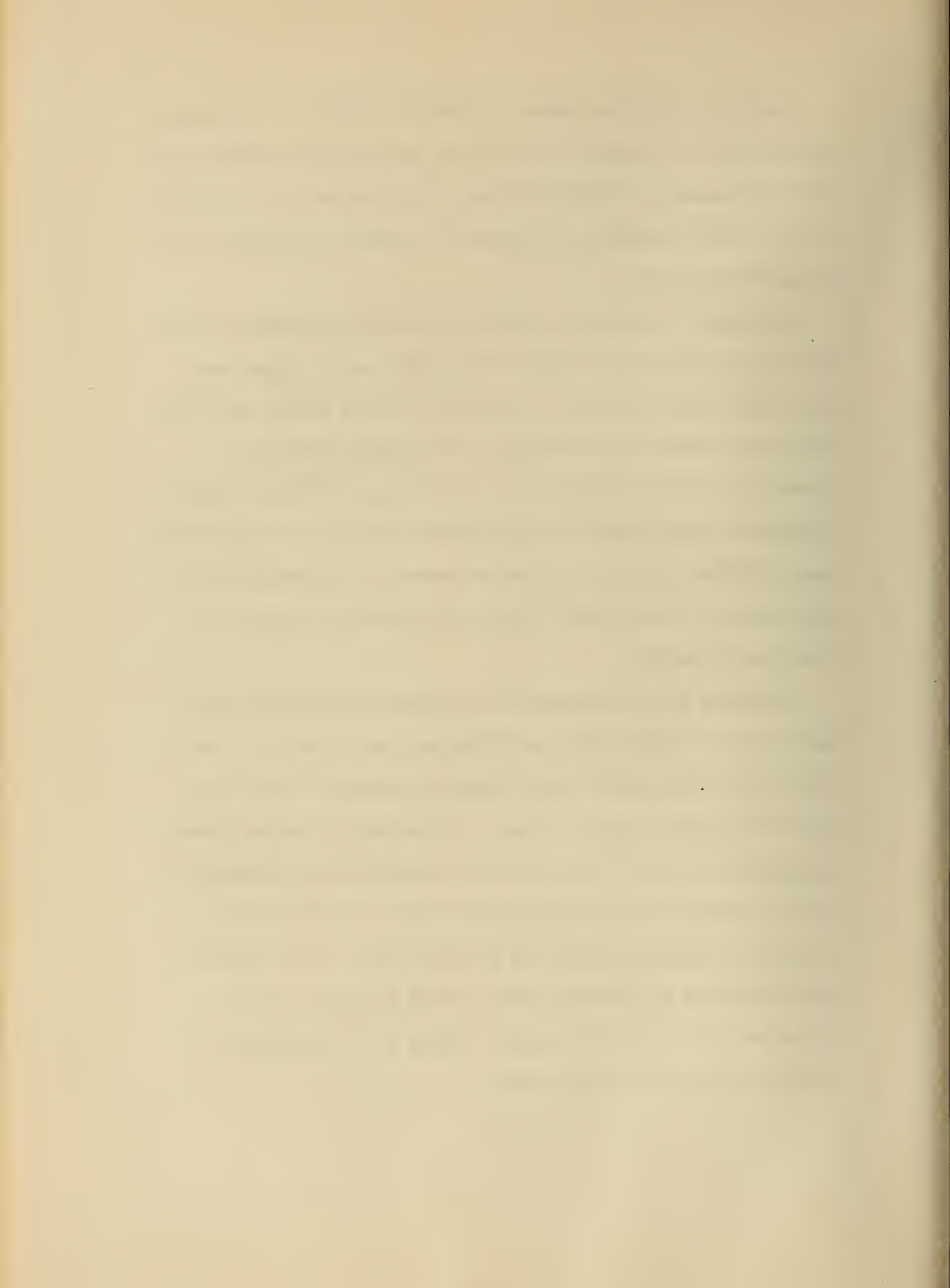
Progress during the year reflected the validity of this balanced campaign. The Marine tactical areas by June, 1967, had increased in size from 1,195 square miles to 1,693 square miles, involving more than 1,120,660 people; the enemy had been largely eliminated from 183 villages; public health, education and transportation facilities were all growing; and the Combined Action Company program had flourished to 76 platoons.



During the year the enemy continued his efforts to escalate the conflict by a major troop buildup, by individual infiltration and unit movement of North Vietnamese Army forces from the north and by a heavy draw-down on guerrilla elements to strengthen the larger enemy units.

The enemy's effort to establish himself in strength in Quang Tri Province of I Corps reached its climax early in the year. The enemy, met by a force which grew to some 17 Marine and Vietnamese battalions, was defeated in every major encounter. Operations BUFFALO, PRAIRIE I, II, III, IV and CHINOOK I and II inflicted painful losses on the hostile forces. As a result, the enemy withdrew a number of elements north of the Demilitarized Zone until he could recover from these substantial losses of troops and materiel.

Following these developments, the enemy shifted from large unit combat to intensified guerrilla tactics by smaller units. Nevertheless, the enemy showed signs of recovering from his losses toward the end of the year. Consequently, Marine forces numbering some 12,000 men, which had been shifted northward to meet the enemy's initial challenge, remained near the DMZ in a security, anti-infiltration and screening role. The enemy continued to focus his primary effort in the I Corps area as evidenced by his continuing troop buildup in the vicinity of Khe Sanh, Con Thien and Gio Linh.



In order to meet and defeat the enemy threat within I Corps, III MAF launched 138 battalion or larger size operations resulting in 10,639 enemy killed at a cost of 1,676 Marine lives. III MAF also conducted 177,072 patrols, 56,337 ambushes, 2,523 company operations, 74,256 offensive air sorties and 441,402 helicopter sorties in support of these operations.

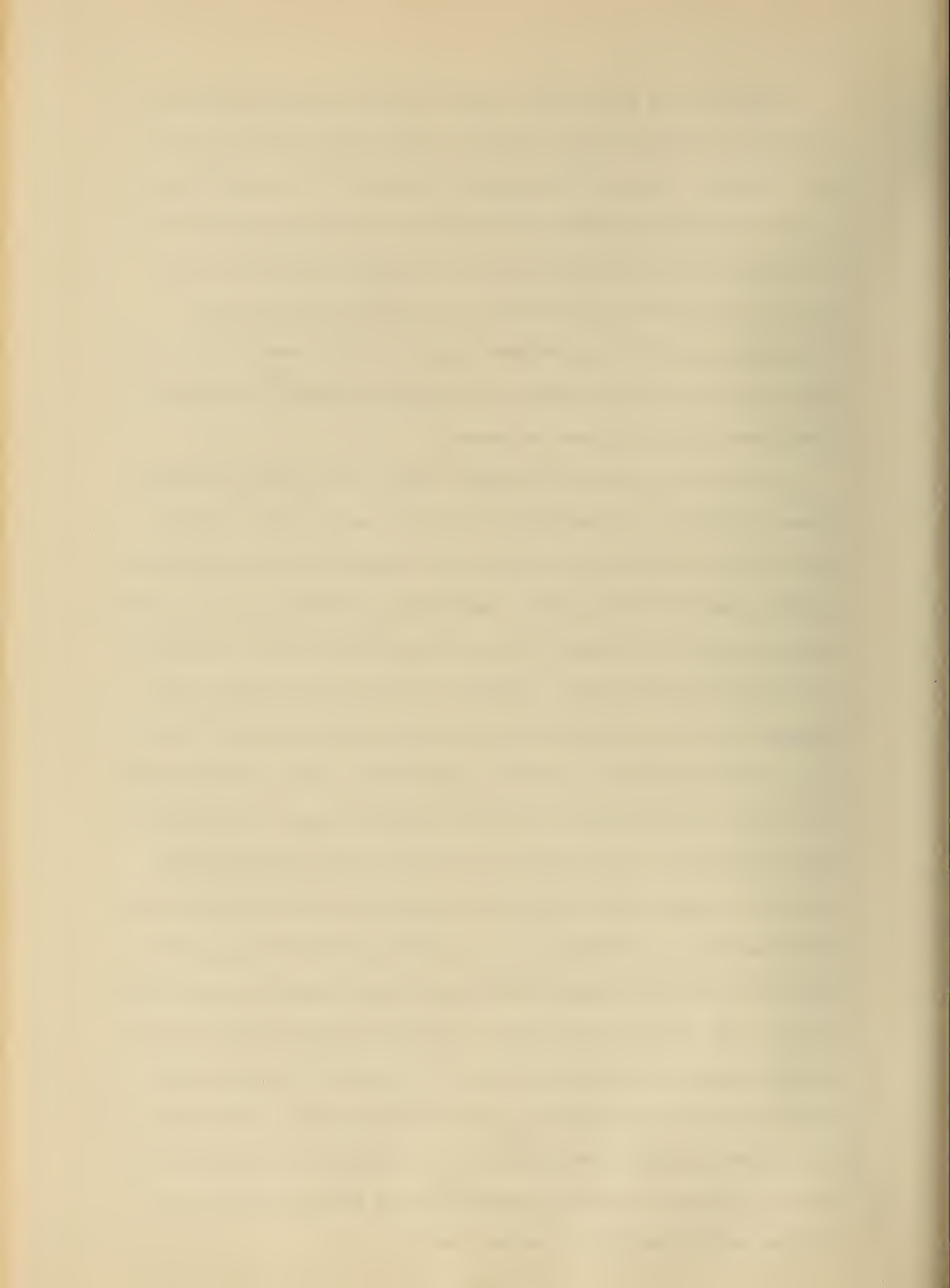
The amphibious capability of the Navy-Marine team in Southeast Asia was effectively demonstrated by the Special Landing Forces of the U. S. Seventh Fleet on 13 occasions in fiscal year 1967, resulting in 2,718 enemy killed as compared to 480 Marines killed.

Composed of combined Fleet Marine Force units, each organized into a Battalion Landing Team, together with a Medium Helicopter Squadron, the Special Landing Forces are maintained afloat aboard Amphibious Readiness Group shipping.

These Special Landing Forces provide a ready amphibious capability, on a continuous basis, to insure that contingency commitments are met throughout Southeast Asia. Their presence off the coast of Vietnam has provided commanders with a flexible instrument which can be utilized in graduated strength. This includes projecting ashore a balanced air-ground team at selected points in order to influence an already existing combat situation, or to execute an amphibious raid against suspected enemy positions.

Employment of the Special Landing Forces at varied locales on the coast of South Vietnam has kept enemy forces on the move and off balance. A bonus effect of such operations has resulted in a change of attitude in the native inhabitants when exposed to U. S./ Free World forces in areas previously occupied only by the Viet Cong. This gratuity coupled with the Special Landing Forces capability to conduct operations anywhere in the coastal areas now allows the Viet Cong no place of sanctuary in these locales which they previously considered as invane.

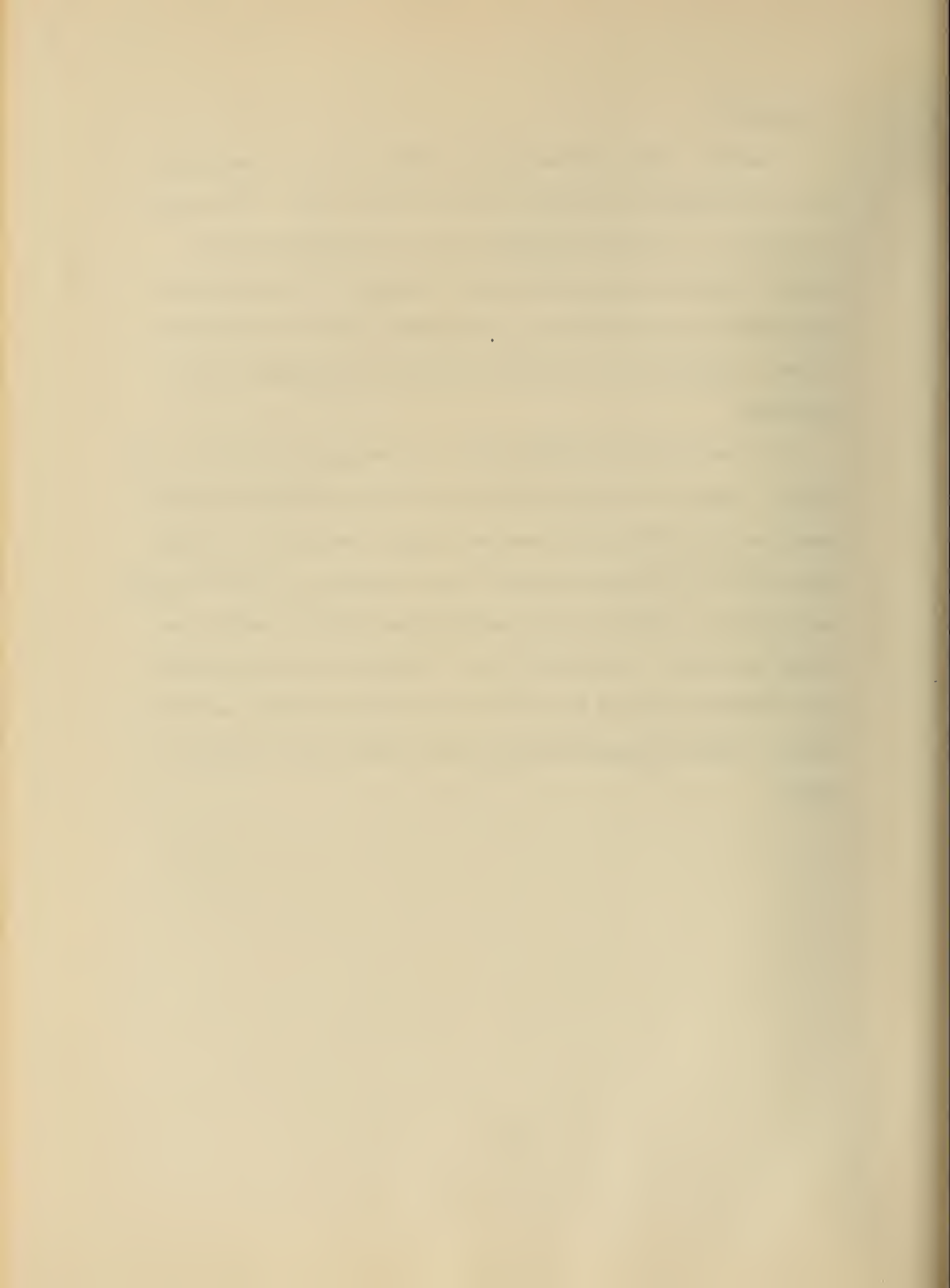
The efficacy of having the combat power of the Special Landing Forces available for immediate commitment, as an afloat reserve, in order to influence large scale combat operations has been unmistakably demonstrated by their superlative performances in assisting in the defeat of elements of three enemy divisions in and adjacent to the Demilitarized Zone. On seven occasions, since this enemy threat developed in July, 1966, the Special Landing Forces of the Seventh Fleet have been landed by amphibious vehicle and helicopter to reinforce Marine units in contact with the enemy. An example of the versatility of one of these forces was vividly demonstrated during the heavy action against the enemy in the Khe Sanh area last April and May. The Marines of one Special Landing Force, after a period of rest and training aboard amphibious shipping, were landed south of the Demilitarized Zone and assisted in defeating a strong enemy attempt to overrun Khe Sanh. Four hundred sixty-six (466) North Vietnamese soldiers were killed in this action. In short, this Special Landing Force provided the commander at Khe Sanh with a well equipped, completely rested, reserve that was able to contribute significantly to a major victory.



DEPLOYMENTS

The Marine Corps has maintained deployed units in geographic areas of possible disturbance throughout the world. The constant deployment of a Battalion Landing Team in amphibious shipping places a combat ready, quick reaction element in an advantageous position to protect the lives and property of U. S. and friendly foreign nationals, or to conduct military operations as may be required.

The Landing Force, Mediterranean, is integral to the U. S. 6th Fleet. This unit conducts an average of one amphibious exercise each month at a different location ranging from Spain to Turkey. In addition to "showing the flag," each exercise is fully utilized as a training vehicle for the participating military units from other countries. The Landing Force, Mediterranean, is comprised of a Battalion Landing Team from the 2d Marine Division and normally a Medium Helicopter Squadron from the 2d Marine Aircraft Wing.

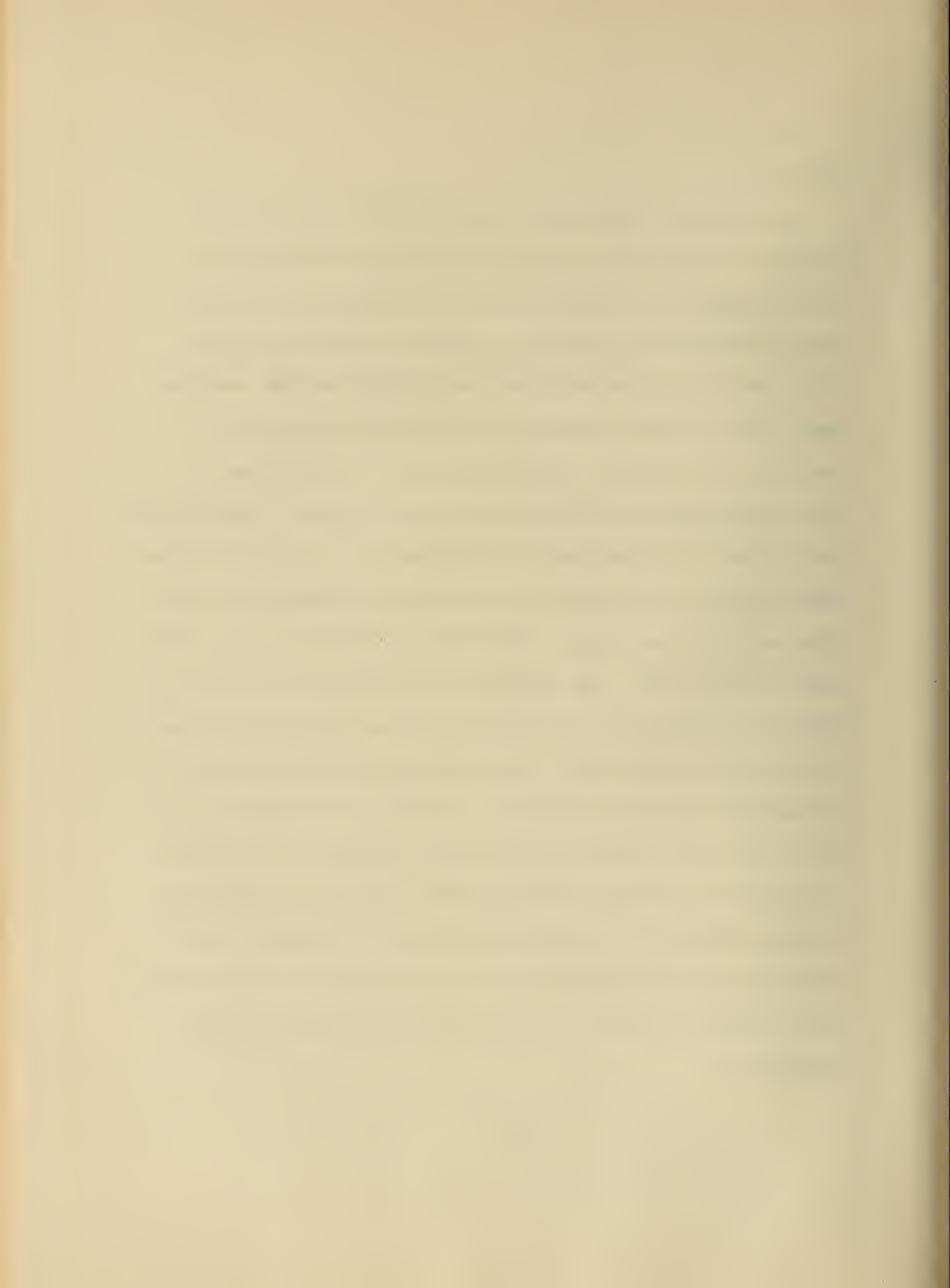


As a result of the political unrest which existed in 1959 in the vicinity of the Caribbean Sea, the decision was made to alternate a Battalion Landing Team, or a Marine Expeditionary Unit, afloat in that area. This unit and the associated amphibious shipping are designated as the Caribbean Ready Force. The ground and air units are again provided from the combat assets of the 2d Marine Division and 2d Marine Aircraft Wing. A Medium Helicopter Squadron operating from a Helicopter Assault Carrier (LPH) normally accompanies this Battalion Landing Team. A Fighter Squadron is assigned when the Marine Expeditionary Unit is formed. The fighter aircraft are normally stationed on Puerto Rico, or Guantanamo Bay, Cuba.

A third organization deployed from the 2d Marine Division is the Guantanamo Bay Defense Force. A reduced strength infantry battalion, reinforced with tanks, artillery and certain combat service support elements, is rotated to Guantanamo Bay for base security and defense.

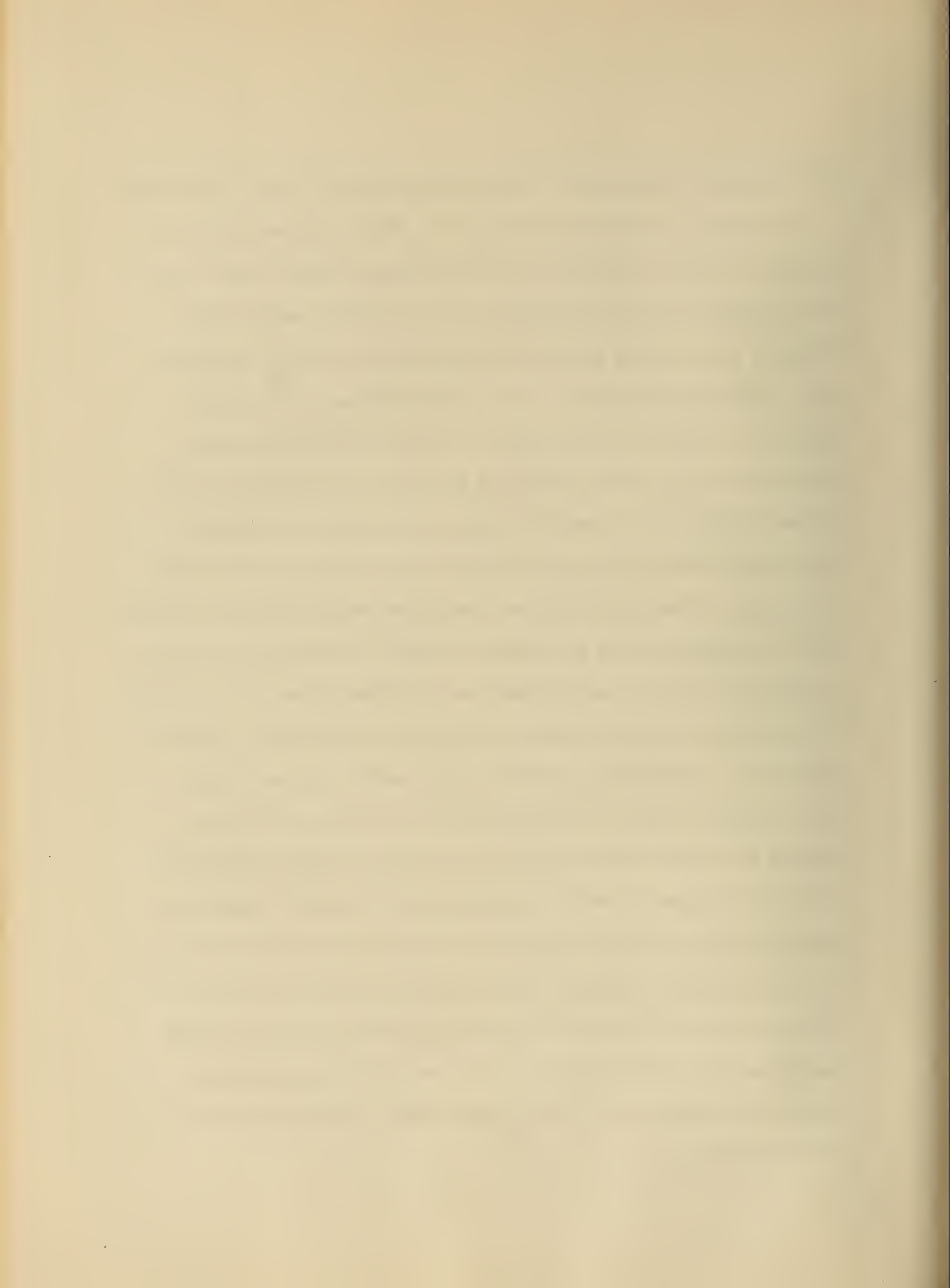
EXERCISES

The continuing deployment of Marine units to combat in the Republic of Vietnam had an understandable impact on scheduled training exercises in fiscal year 1967. The commitment of personnel and amphibious shipping to Southeast Asia necessitated a stand-down from the desired Fleet Marine Force training exercise tempo. Despite these deterrents, several major amphibious exercises were conducted during fiscal year 67 in addition to many smaller amphibious and field training exercises. The Battalion Landing Team in the Mediterranean (LANTORMED) participated in three Marine Expeditionary Brigade Landing Exercises (MEBLEX's) and two other amphibious exercises: FAIR GAME V in LOVO SANTO and DESERT FROST in BOMBA LIBYA. The Caribbean Battalion Landing Team participated in three Marine Expeditionary Brigade Landing Exercises in VIEQUES and PUERTO RICO. Other 2d Marine Division units participated in Operation BAR FROST in NORWAY and DAWN CLEAR in ITALY. The 27th Marines, located at Camp Pendleton and Hawaii, participated in Exercise ALLIGATOR HIDE. This was an amphibious operation followed by counterguerrilla operations ashore. These exercises merely highlight some of the activity of the Fleet Marine Forces while maintaining a readiness posture to meet world-wide commitments.



REVOLUTIONARY DEVELOPMENT IN III MARINE AMPHIBIOUS FORCE (MAF) AREA

In spite of the heavy drain on U. S. Marine forces required to contain the enemy buildup in the Demilitarized Zone, Marine forces continued their efforts to pacify and secure the coastal plain of I Corps, thus opening the way for development of local government and a viable local economy. U. S. Marine forces conducted an aggressive program of County Fair and Golden Fleece operations designed to root out the Viet Cong infrastructure and protect the valuable rice harvest from Viet Cong confiscation and taxation. The Marine Combined Action program, designed to combine the local knowledge and language skills of Vietnamese Popular Forces personnel with the aggressiveness and military skills of Marines in order to produce an effective professional local defense force, was expanded to include an increased number of villages and hamlets. Marines continued to conduct an aggressive civic action program within their tactical areas of responsibility. An average of 107,600 medical treatments were given per month and a monthly average of 126 local Vietnamese medical personnel were trained. Marines and Seabees worked with the Vietnamese to improve roads, build bridges, construct schools, dig wells and construct sanitary facilities as well as to provide training and self-help kits to help the local people become self sufficient. Areas under Marine protection expanded to include over 1,600 square miles, 180 villages and 1.1 million people.



SPECIAL PROJECTS

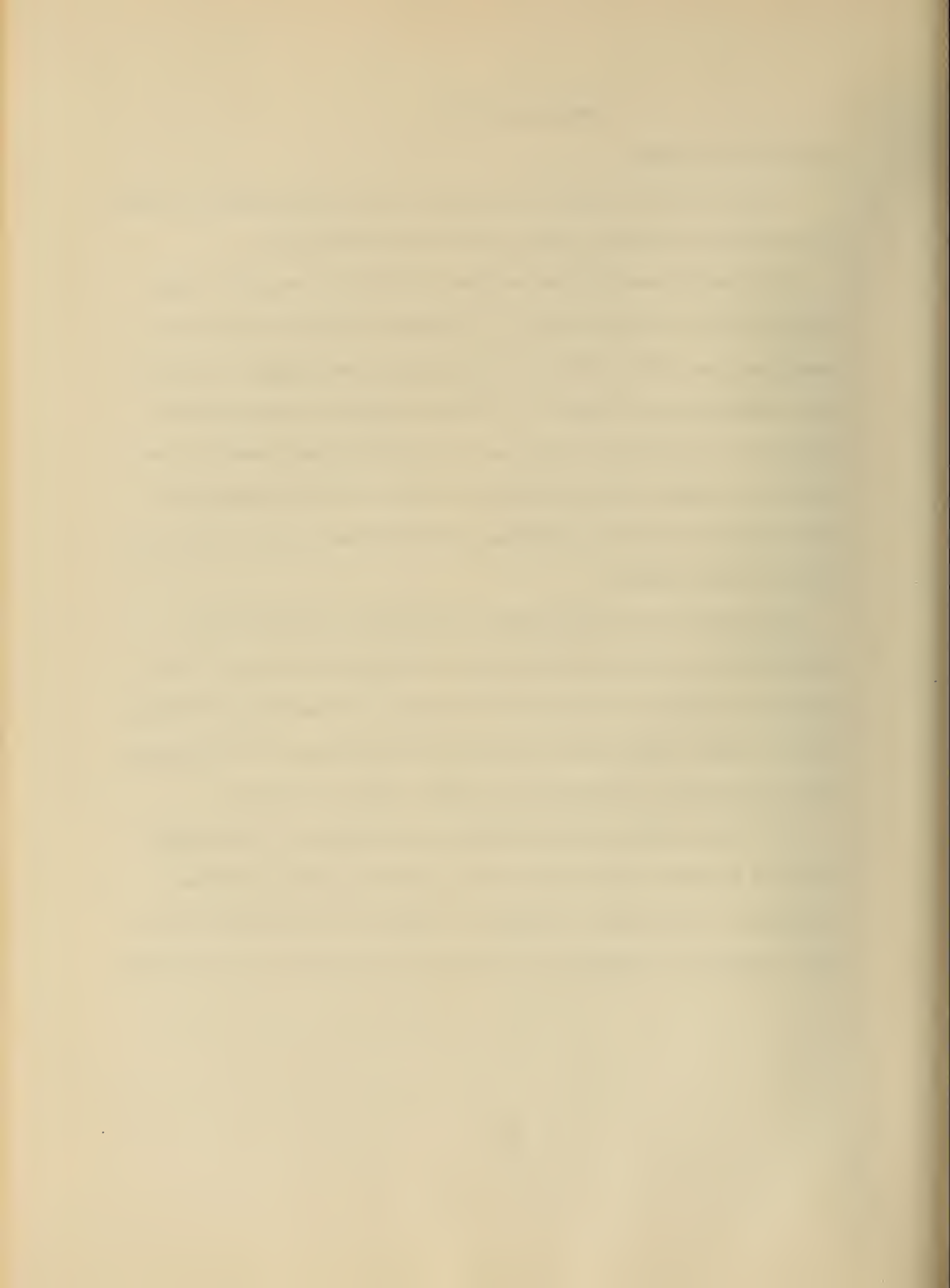
RIVERINE OPERATIONS

Fiscal year 1967 saw the completion of the Marine Corps Doctrine for Riverine Operations, Fleet Marine Force Manual 8-4.

This manual covers those aspects of riverine operations pertaining to the landing force. It includes concepts derived from a consideration of the effect of the riverine environment on tactics and techniques, and applies in varying degrees to operations conducted in limited and general war in a riverine environment. The doctrine, tactics, and techniques of other Services relating to the conduct of riverine operations are discussed only as they relate to the landing force.

The Marine Corps Landing Force Development Activities has established a continuing study group on Riverine Warfare. This study group serves as the point of contact for the Project Manager, Naval Inshore Warfare Project (PM-12) for purposes of coordination and information on Marine Corps riverine related matters.

The Naval Inshore Warfare Project was designated by the Chief of Naval Materiel and is tasked with the development, test and evaluation, acquisition and support of Naval Inshore/Riverine Warfare Systems and components in response to operational requirements.

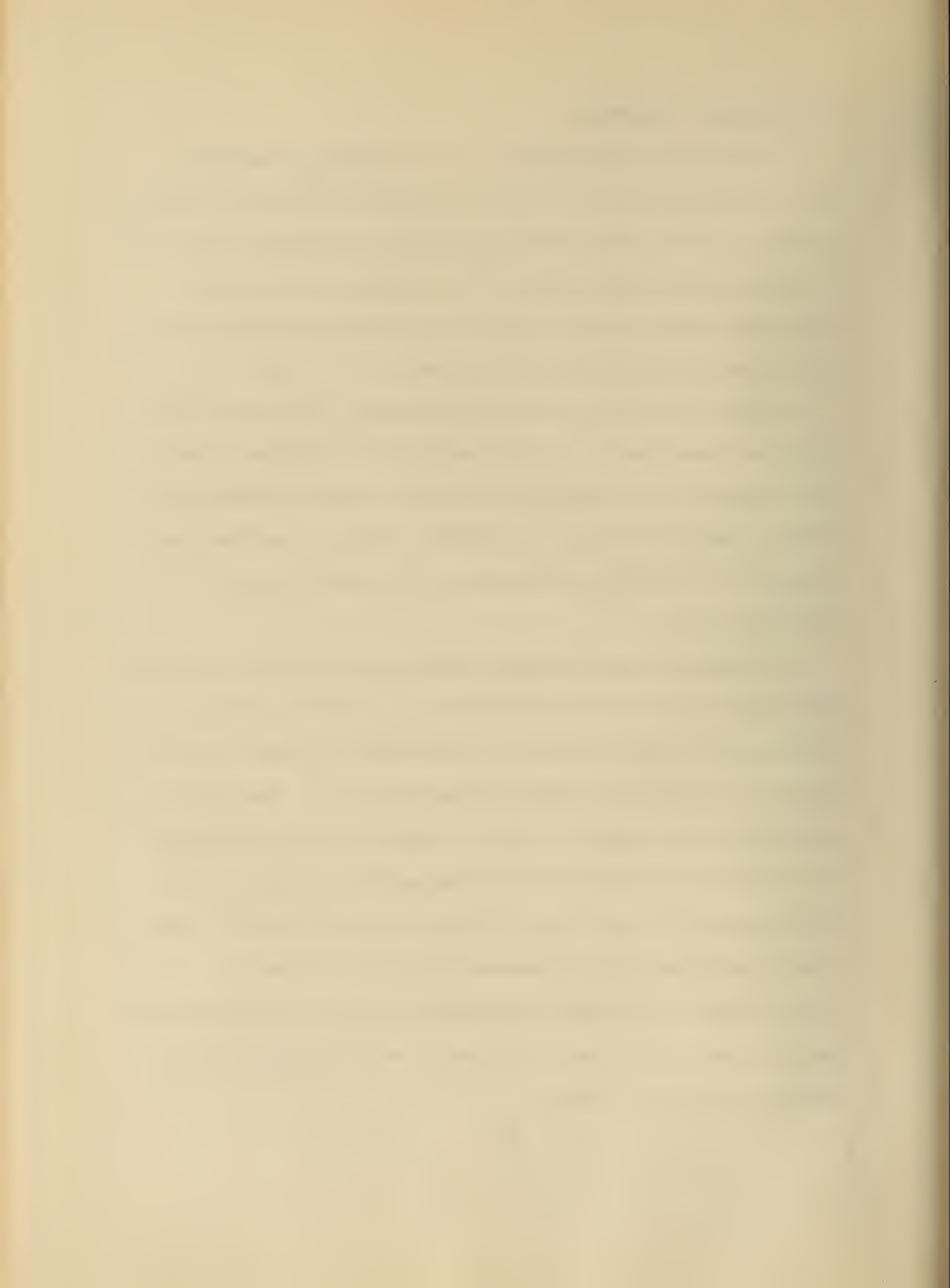


RESEARCH AND DEVELOPMENT

Studies have been completed in areas concerning the Marine Corps Organization for Research, Development, Test and Evaluation (RDTEE) to 1986; a Marine Tactical Command and Control System; an Integrated Marine Expeditionary Force Position, Location and Navigation System; a Data Transmission and Switching System; and Ammunition and Fuel Distribution System.

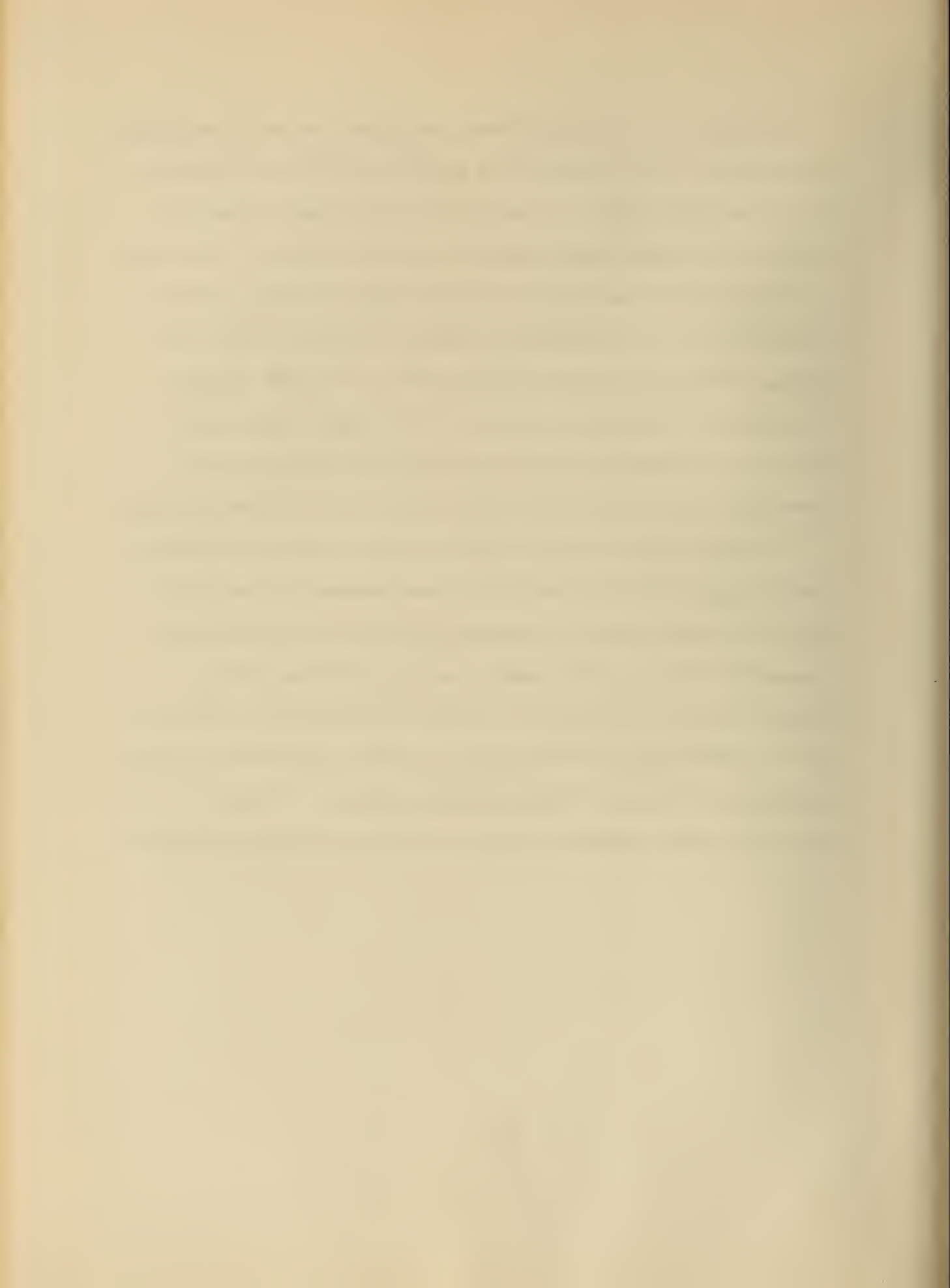
Studies are currently being conducted on: a Sea Based Mobile Logistics System Concept; Mobile Surface to Air Missile Systems, the Organization and Equipment of the Fire Support Coordination Center, Riverine Warfare, Cargo Handling Equipment for the Sea-knight and Sea Stallion helicopters, and a General Support Artillery Weapon.

The Landing Force Development Center has completed Studies on: Helicopter Requirements for Landing Force Operations Ashore; Artillery Fire Support Systems; Field Artillery Vehicle Requirements; and a Small Arms Weapons System Evaluation. The Marine Corps Operations Analysis Group has completed analyses of the use of Landing Force Helicopters for Minesweeping, and Force Level Requirements for I and IV Corps Tactical Zones in Vietnam. Additional analytical studies addressed to: Tactical Aircraft Survivability; the Support Requirements for Tactical Support Transport Aircraft; and Marine Expeditionary Force Intelligence Data Handling, have been completed.



The Marine Corps Landing Force Development Center is conducting analyses of Fleet Marine Force capabilities for anti-tank warfare; the Surface Ship to Shore Movement; and Class V Planning Factors. The Marine Corps Operations Analysis Group is conducting an analysis of Aerial Refueler Assault Support Transport Aircraft Requirements and is continuing to develop the Marine Corps Cost Model. The Naval Warfare Research Center of Stanford Research Institute is conducting an analysis of Rear Area Coordination, Security and Defense; Advance Target Acquisition Systems; and Vertical, Short Takeoff and Landing Troop/Cargo Transport Aircraft.

The Marine Corps research and development program is directed toward support of the Fleet Marine Force Commander by providing him with improved means of gathering and processing information concerning the enemy; the command, control and communication systems that will enable him to rapidly disseminate his decisions and to coordinate and control their execution; the latest weaponry and mobility means; and the individual equipment, medical services and life support systems necessary to sustain the Marine in battle.



IV. SEAPOWER CAPABILITIES

NAVAL WARFARE CAPABILITIES

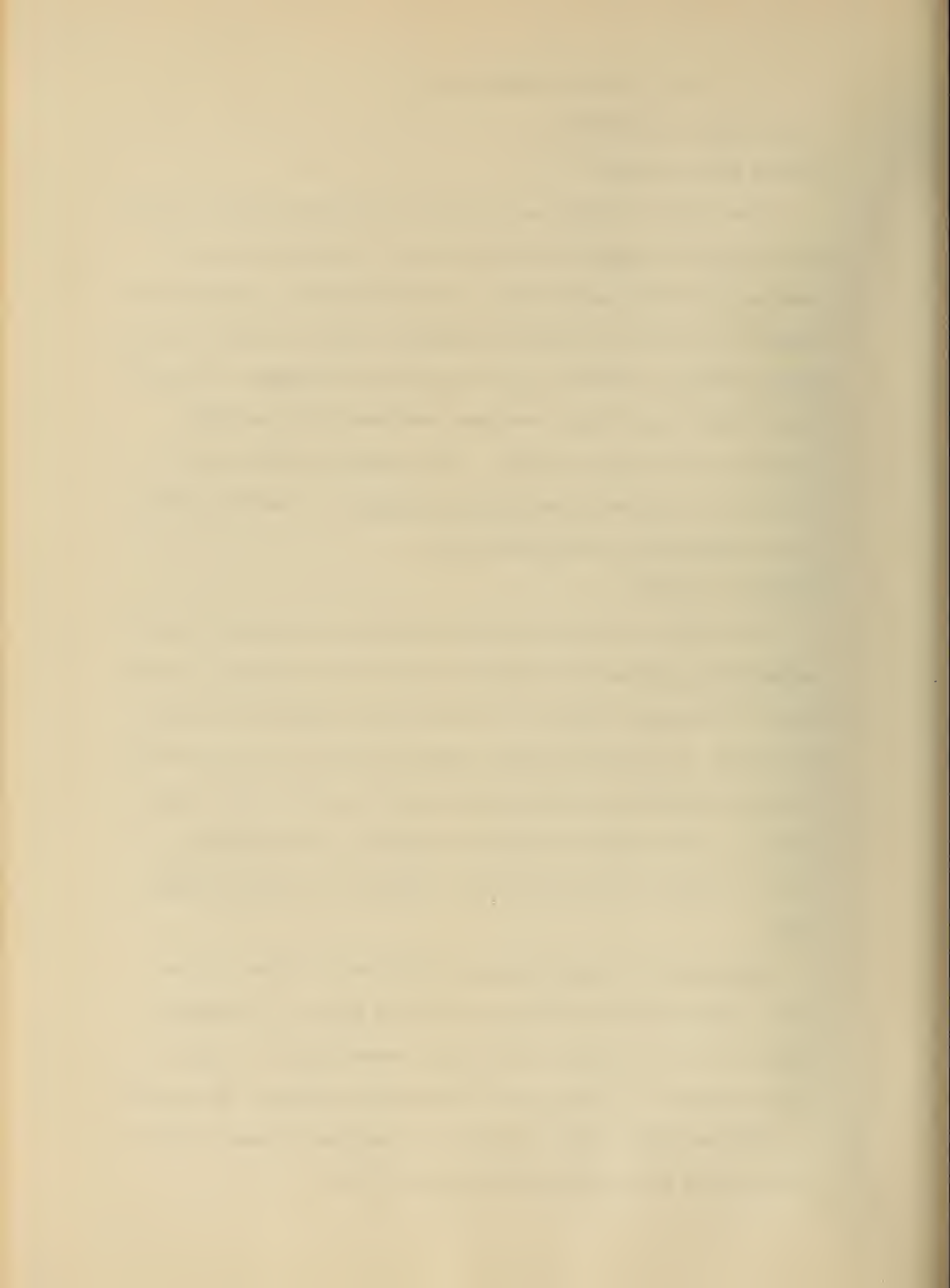
CARRIER STRIKE WARFARE

Marine Aircraft Wings are assigned the mission of participating as an integral component of Naval Aviation, in the execution of such Navy functions as the fleet commanders direct. In order to be prepared to execute the carrier deployment portion of their mission, Marine squadrons routinely train for carrier operations. In 1967, Marine Fighter and Attack squadrons continued their periodic deployments aboard Navy carriers. For example, Marine Attack Squadron 324 operated aboard USS INDEPENDENCE for the full period of her deployment to the Mediterranean.

AMPHIBIOUS ASSAULT

In 1966 the Secretary of Defense adopted an amphibious assault shipbuilding program which shifted emphasis from building several types of specialized ships to a multi-purpose Amphibious Assault Ship (LHA). The current program provides the landing force more tactical flexibility in conducting assault operations (by helicopters, landing craft or amphibian vehicles), and permits a balanced loading to maintain combat integrity of embarked Marine units.

The program to replace existing World War II ships with new 20-knot ships will provide modernized fast lift for the assault echelons of 1-1/2 Marine Expeditionary Forces (MEFs) in approximately six years. Older slower ships will be retained to provide the additional lift required. The Navy program proposes replacement of these older ships by fiscal year 1975.



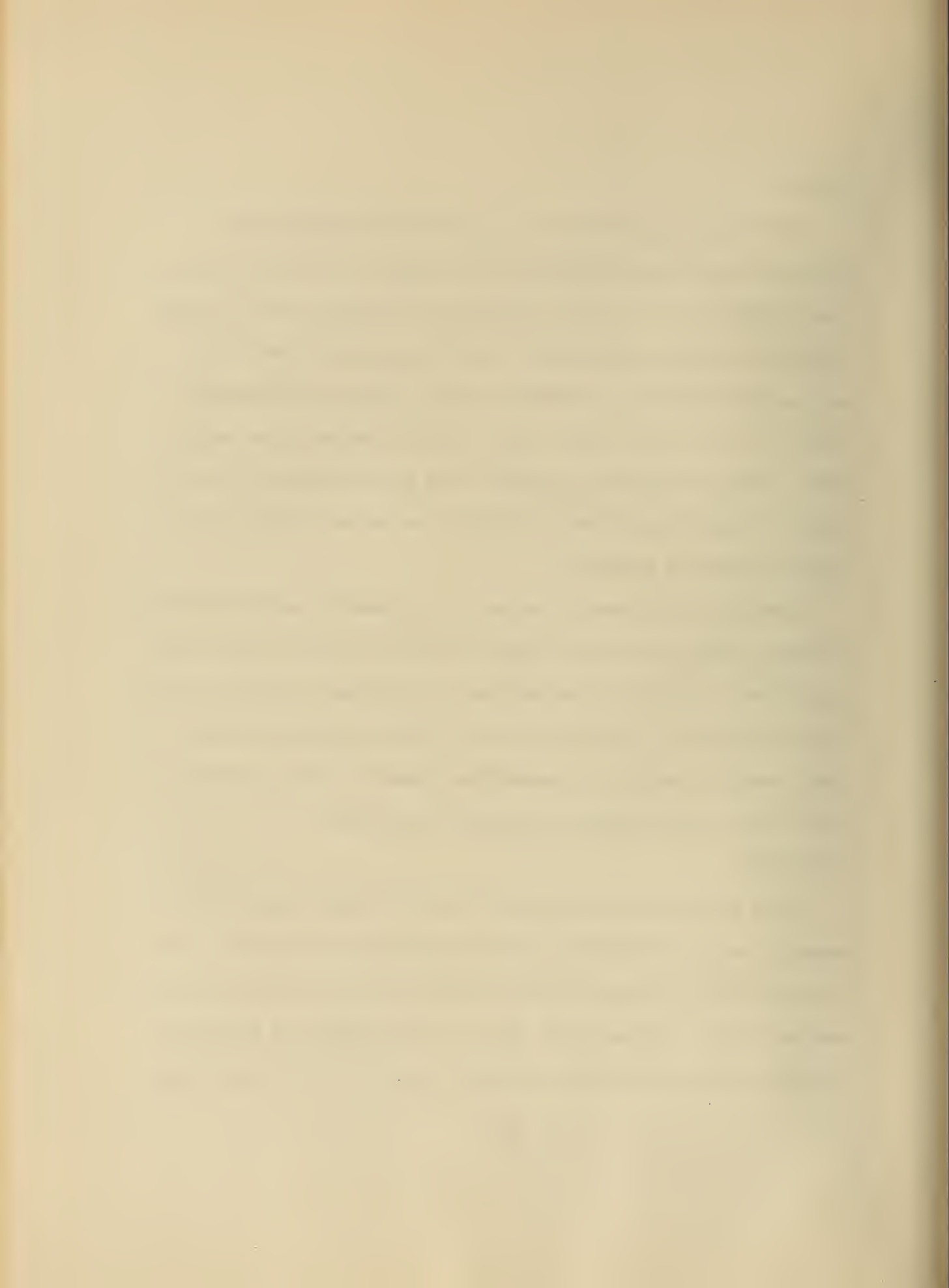
MATERIEL

The Marine Corps concept of prepositioning protected war reserve supplies and equipment for the support of combat forces has been validated by the Marine commitment in Southeast Asia. Units deployed to Vietnam effectively used these protected stocks to enhance their ability to conduct numerous offensive operations which, by their very nature, draw heavily on materiel and equipment. Although temporary shortages have been experienced, at no time were combat operations restricted due to an inability of the support system to respond.

Continuous refinement of materiel requirements and the practice of sound supply procedures, coupled with the extensive usage data accumulated in Vietnam, has resulted in increased capabilities and combat readiness. Extensive effort is being applied to obtain total materiel assets for uncommitted elements of the operating forces and newly formed units recently authorized.

M-16 RIFLE

On 15 March 1967, the issue of the M-16 Rifle to all Marine maneuver units of III Marine Amphibious Force was initiated. On 13 April 1967, the issue to all infantry and reconnaissance units was completed. The remainder of III Marine Amphibious Force was equipped with the M-16 Rifle shortly after the end of fiscal year 1967.



NAVAL RESOURCES

MANPOWER

MILITARY

The Marine Corps Manpower Program was designed to support three sub-programs with an active duty man year average of 277,013. The programmed and end-year distribution of the sub-programs and their related cost estimates are as follows:

	PROGRAMMED	END-YEAR	ESTIMATED
<u>SUB-PROGRAMS</u>	<u>STRENGTH</u>	<u>STRENGTH</u>	<u>COST (M)</u>
Officers	24,193	23,592	\$ 252,992
Marine Cadets	600	93	680
Enlisted	<u>261,831</u>	<u>261,584</u>	<u>1,022,076</u>
TOTAL	286,624	285,269	\$1,275,748

This total includes 168 Women Marine officers and 2,158 enlisted Women Marines (actual End-Year distribution). Subsistence, permanent change of station, travel and other military personnel costs are included for each sub-program.

The Marine Corps Manpower Program provided the personnel allocations set forth in the Secretary of Defense's Five Year Defense Program. Within this framework its broad objective was to accomplish assigned missions with an increased degree of readiness. This broad objective was attained by:

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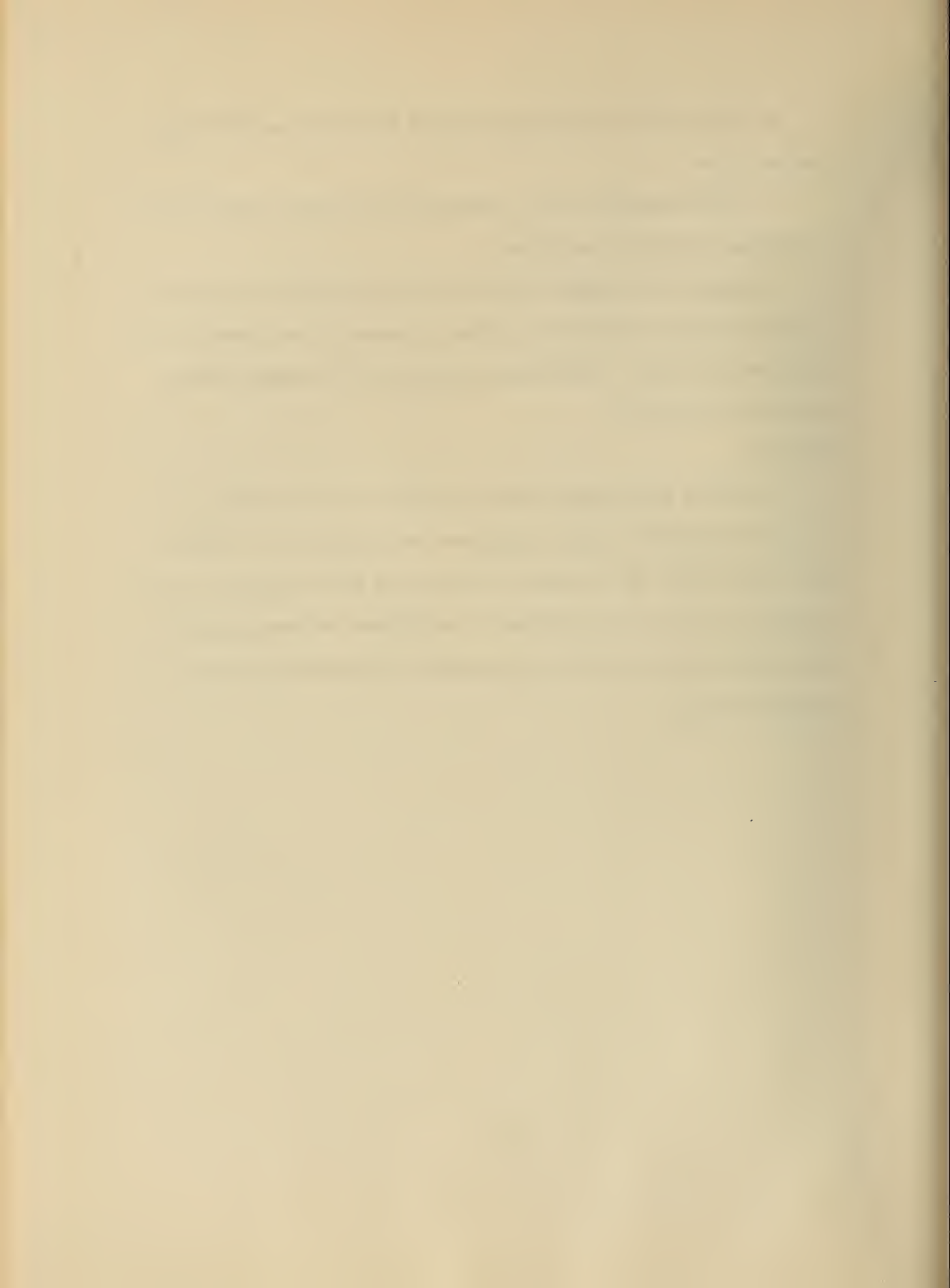
a. Maintaining a suitably balanced and highly mobile Fleet Marine Force.

b. Maintaining all other activities at minimum strength with consistent effective operation.

Attainment of end-year objectives found the Marine Corps with a total strength of 285,269 military personnel. The percentage of officers was 8.27%. The average percentage of noncommissioned officers was 40.01%.

CIVILIAN

The Marine Corps began fiscal year 1967 with an authorized strength of 16,768 civilian employees and completed the fiscal year with 20,907 for an overall increase of 4,139 employees. Increases are primarily attributed to additional authorization for the Southeast Asia buildup and civilian billets converted from military status.



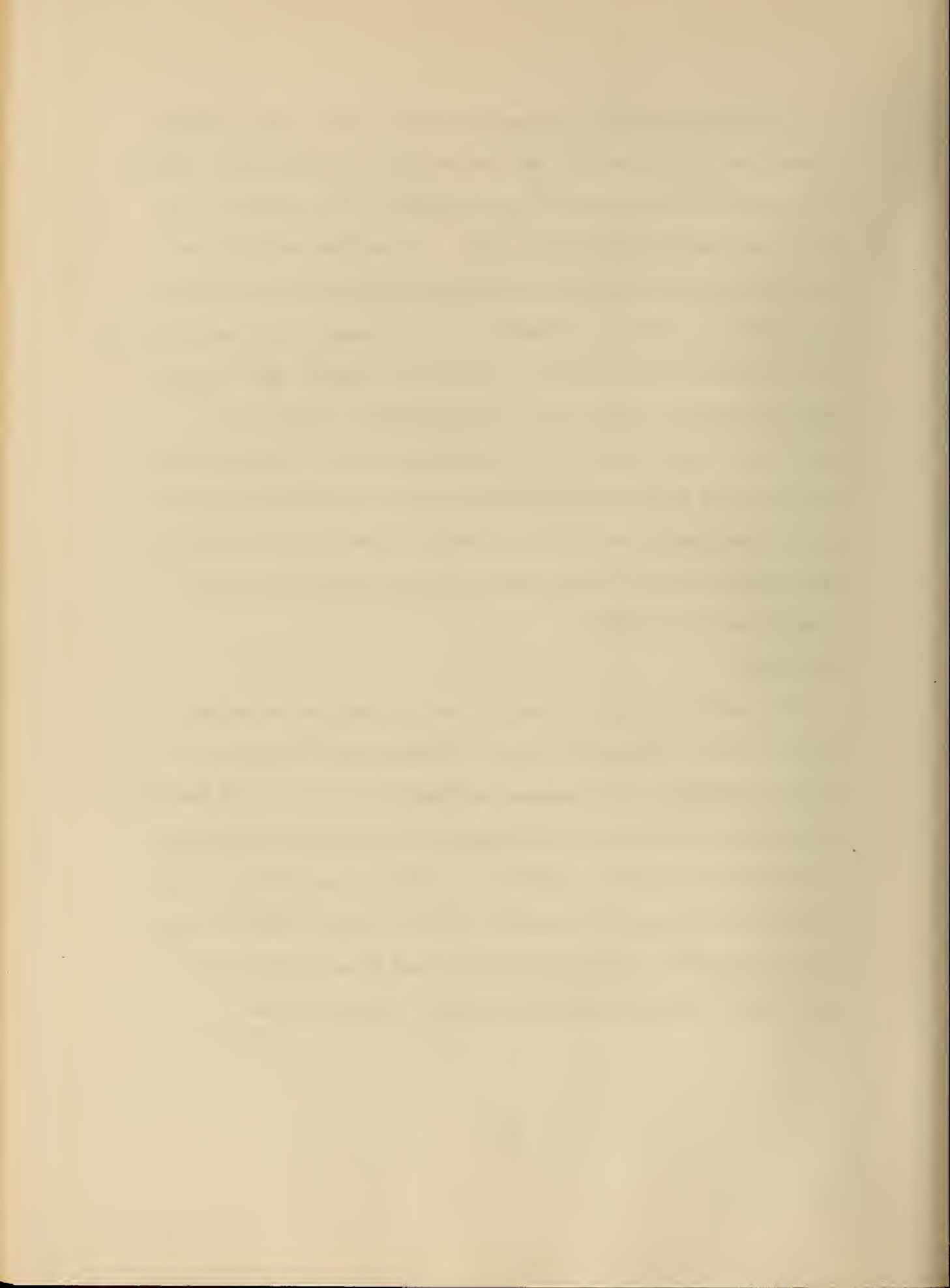
Beginning in 1965 the deployment of Marine Corps forces generated substantial increases in personnel requirements, caused primarily from marked changes in location and tour lengths. This, coupled with planned operational requirements in Southeast Asia, would have resulted in unacceptable degradation of Fleet Marine Force units and the Marine Corps Supporting Establishment in the United States had there not been a significant increase in personnel strengths. Requests for increases were submitted in July 1965 and on 9 August 1965 the Secretary of Defense authorized a personnel increase of 30,000 for fiscal year 1966. At the same time this increase was approved, the Secretary of the Navy authorized the involuntary extension of all regular enlisted Marines for a period of four months and deferred resignations and retirements of officers on a selective basis for a period of twelve months. All involuntary extensions of enlisted Marines were phased out by 31 October 1966. However, it was determined that there was a need for the continued selective deferral of resignations and retirements of regular Marine officers. These actions provided personnel capabilities to carry out the deployment of the remainder of the 1st Marine Division and additional aviation elements. As the commitments rose in Vietnam the requirements to support the normally assigned contingency roles continued. It became apparent that an additional increase in the personnel structure would be required. This request for an additional personnel increase of 55,000 was submitted to the Secretary of Defense and was approved in December 1965.



This increase, which was spread between fiscal year 1966 and fiscal year 1967, provided for the activation of additional ground and aviation units, including an additional Marine Division; the first such authorization since 1952. Activations and deployment of combat units authorized by the 30,000 and 55,000 increases were carried out according to schedule. On 25 November 1966 an additional 14,000 increase was approved to provide for special ground units, training support, relief for deprived Military Occupational Specialties and Southeast Asia casualty allowance. The activation and personnel ready dates of all units have been met and all the 5th Marine Division units and all add-on units were transferred to operational control of Commanding General, Fleet Marine Force, Pacific on 30 June 1967.

LOGISTICS

The entire spectrum of logistic effort required to support Marine forces in Southeast Asia was tested under diverging and trying conditions. The adequacy of Marine Corps logistics fulfilled expectations and proved highly adaptable to such an environment. The maintenance effort required to sustain an undertaking of this magnitude was enhanced by moving a limited higher echelon maintenance capability into Southeast Asia, and by using the repair and rebuild resources available in Japan and on Okinawa.

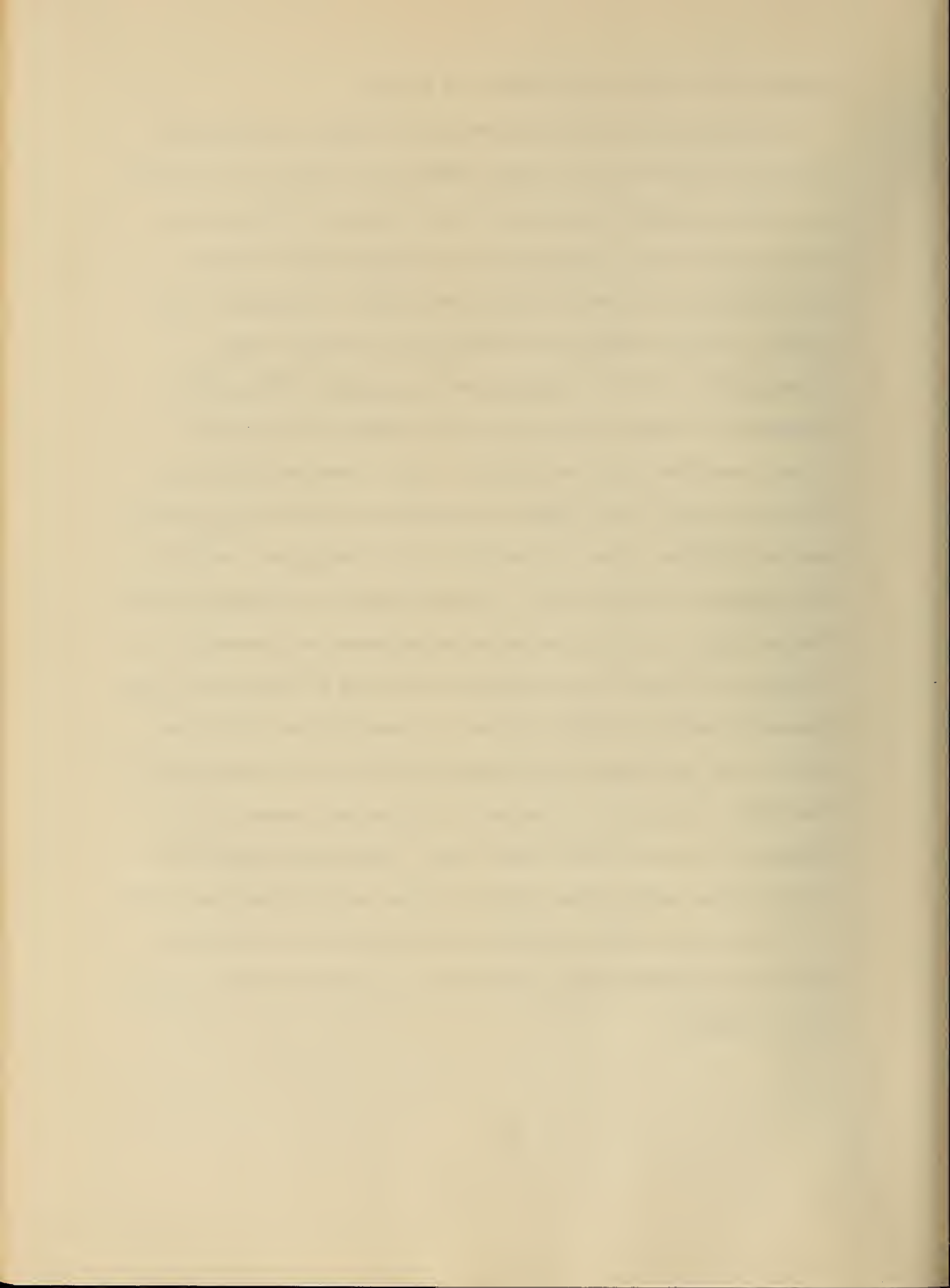


The Marine Corps has embarked on a Total Revision and Upgrading of Maintenance Procedure which will provide an improved capability to manage the maintenance effort associated with equipment employed in the Marine Corps. The program will provide a new system for identification of maintenance requirements through the use of "maintenance action cards/sheets" and a means for readily associating complete resource requirements for all maintenance actions at all maintenance echelons.

BACKLOG OF ESSENTIAL MAINTENANCE AND REPAIR

The Marine Corps Five-Year Program to reduce the Backlog of Essential Maintenance and Repair (EMAR) that commenced in fiscal year 1966, received a headstart through the use of fiscal year 1965 year-end funds. The backlog was reduced from \$9 million to \$8.4 million by the end of fiscal year 1965. An increase in the fiscal year 1966 Operations and Maintenance, Marine Corps appropriation for the maintenance of real property facilities resulted in a further reduction to \$7.9 million at the end of fiscal year 1966. The second year of this Five-Year Program was fiscal year 1967. The target for reduction during fiscal year 1967 was \$6.5 million. Due to necessarily high funding as a result of the Southeast Asia situation, increased tempo of operations at all Marine Corps activities, and other unprogrammed requirements, the backlog was reduced to \$7.0 million at the end of fiscal year 1967. Presuming funding at \$22.2 million, as requested for fiscal year 1968 in the real property maintenance activity, it is anticipated that this backlog will be reduced to the targeted amount of \$5.3 million by the end of this fiscal year. The Marine Corps goal is an acceptable level of \$3.0 million by the end of fiscal year 1970.

It is expected that the authorization for fiscal year 1968 will be as indicated above. Therefore, the backlog should continue to be reduced.



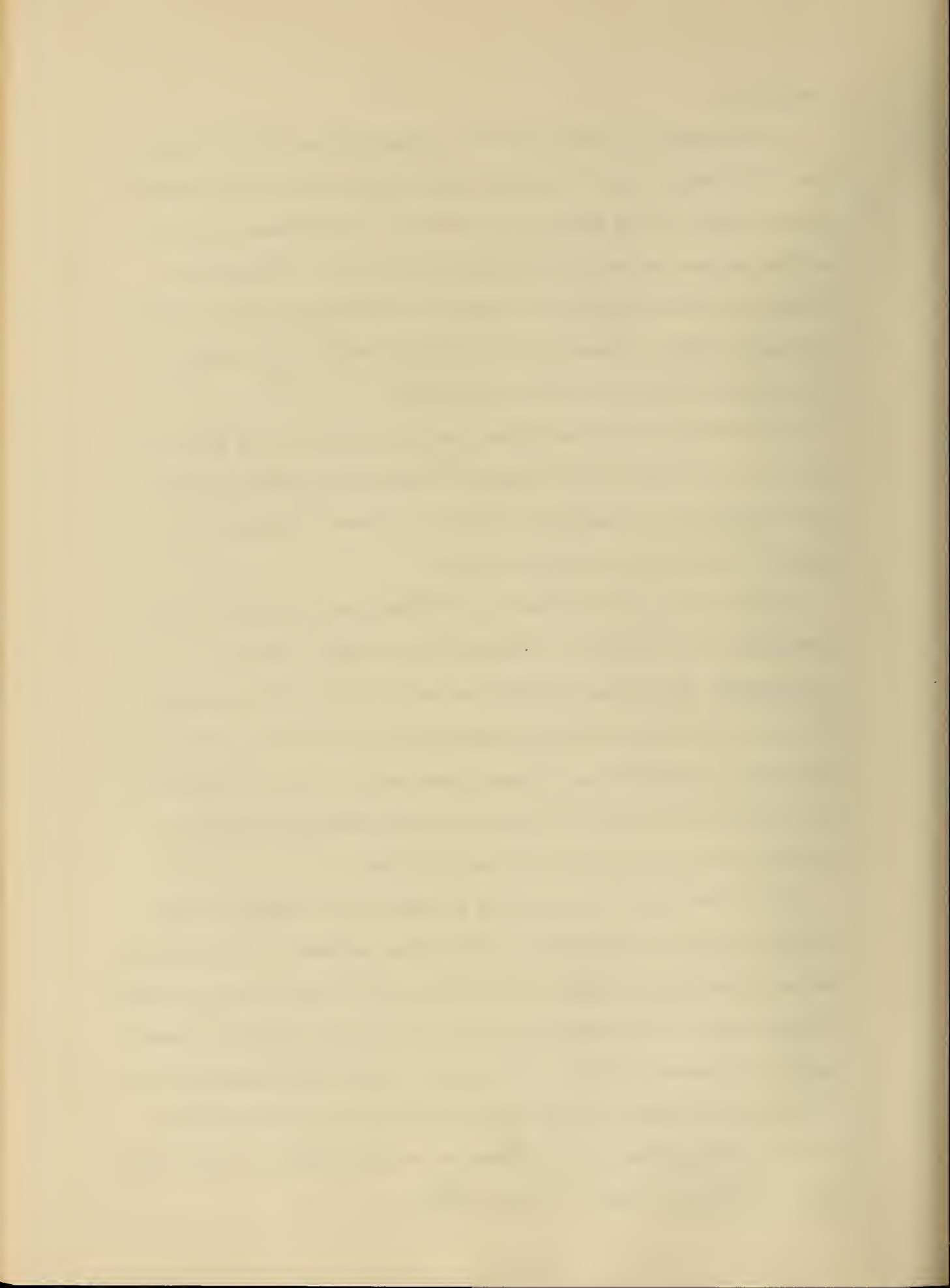
FACILITIES

Approximately 50 percent of the authorized and funded fiscal year 1966 Marine Corps Military Construction Program was deferred by the Office of the Secretary of Defense. The deferred portion of the program was released during January 1967. All projects involved are now undergoing designs or contracts have been awarded for construction. These deferred projects would normally have been constructed during fiscal year 1967.

A deferral of this magnitude, over 18 million, for a period of over one year resulted in a sizeable escalation in construction costs requiring a reduction in scope of a number of projects in order to stay within authorized funds.

A fiscal year 1967 Marine Corps Military Construction Program amounting to \$3,977,000 was authorized and funded. Also, a Supplemental fiscal year 1967 Marine Corps Military Construction Program in the amount of \$11,241,000 was authorized and funded. All projects in these two programs were released by the Office of the Secretary of Defense and are currently undergoing design, or contracts have been awarded for construction.

The Marine Corps is continuing to place great emphasis on providing adequate accommodations for bachelor personnel. To this end, Marine Corps representation is included on the Department of Defense Ad Hoc Committee established to obtain definitive designs in accordance with improved criteria. The Marine Corps also participated in a Department of Defense directed survey to determine barracks and bachelor officer quarters deficiencies for the purpose of correcting such deficiencies within a 7-year program.



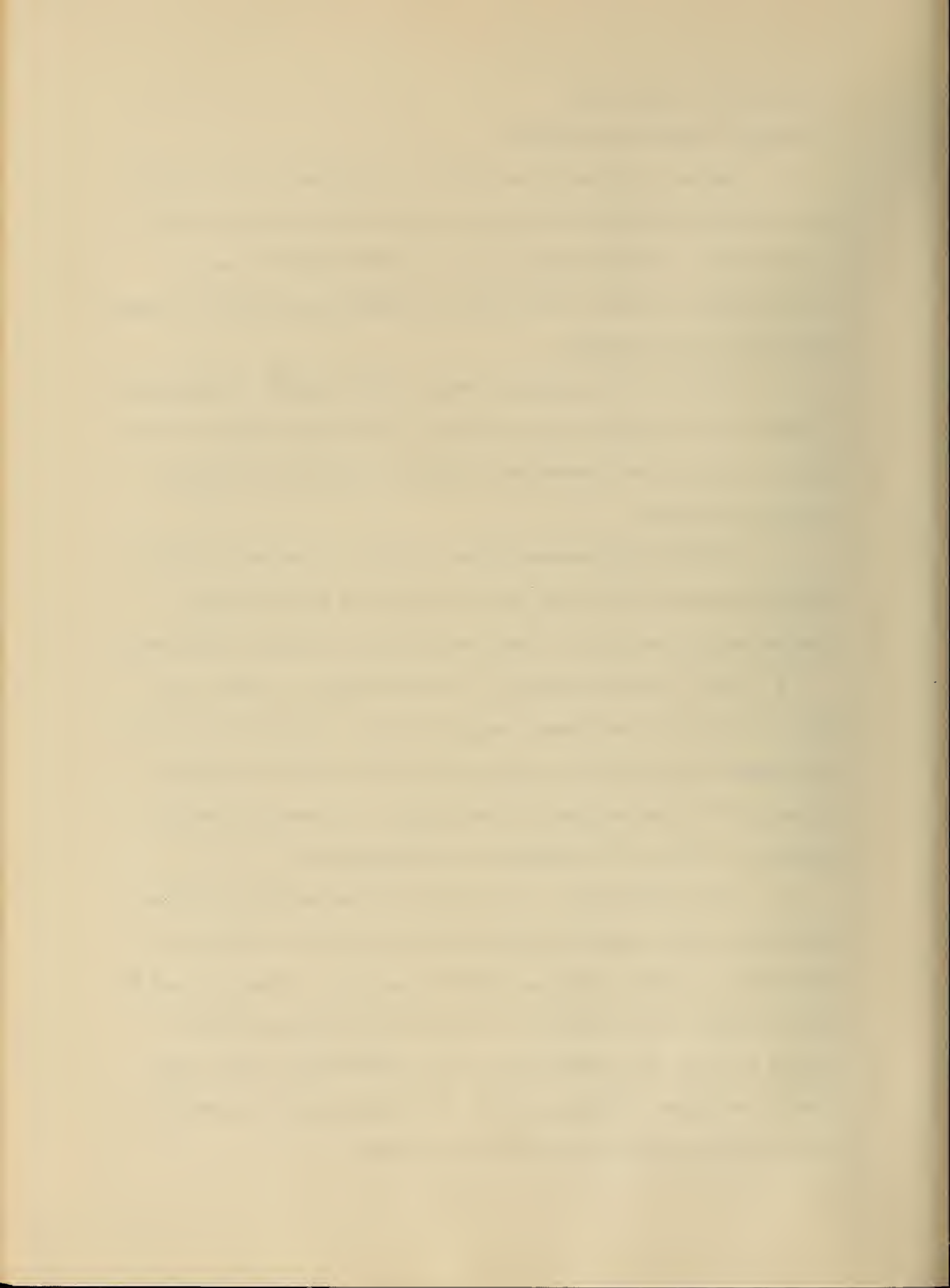
In addition, funds were budgeted and authority is provided to permit all officers and enlisted personnel in pay grades E7 through E9 to reside off-base and draw basic allowance for quarters when adequate accommodations are not available.



RESEARCH AND DEVELOPMENT

EQUIPMENT DEVELOPMENT PROGRAMS

- a. Imagery Interpretation Module. A component of the Marine Air Ground Intelligence System, the Imagery Interpretation Module consists of a shelter equipped with two semi-automated imagery interpretation stations and ancillary equipment necessary to support the interpretation effort.
- b. Tactical Air Operations Center. The Tactical Air Operations Center is the principal data acquisition and control agency of the Marine Tactical Data System and integrates radars and communications equipment.
- c. Tactical Data Communications Central. A component of the Marine Tactical Data System, the Tactical Data Communications Central permits exchange of data between other tactical data systems.
- d. Heavy Lift Helicopters. The Marine Corps as well as the Navy and the Air Force have a requirement for a ~~heavy~~ heavy lift helicopter in the 18-20 ton range. The Marine Corps is working closely with other Services in developing a statement of requirements in an effort to accelerate this development.
- e. Soil Stabilization. To provide the Marine Corps a better across-the-beach capability for wheeled and tracked vehicles, and to enable the Marine Corps to rapidly construct a helicopter pad in areas of poor soil stability, the Marine Corps contracted with Boeing to study the feasibility of soil stabilization using poly-resins and other catalytic agents. The fabrication of prototype equipment for application has been initiated.

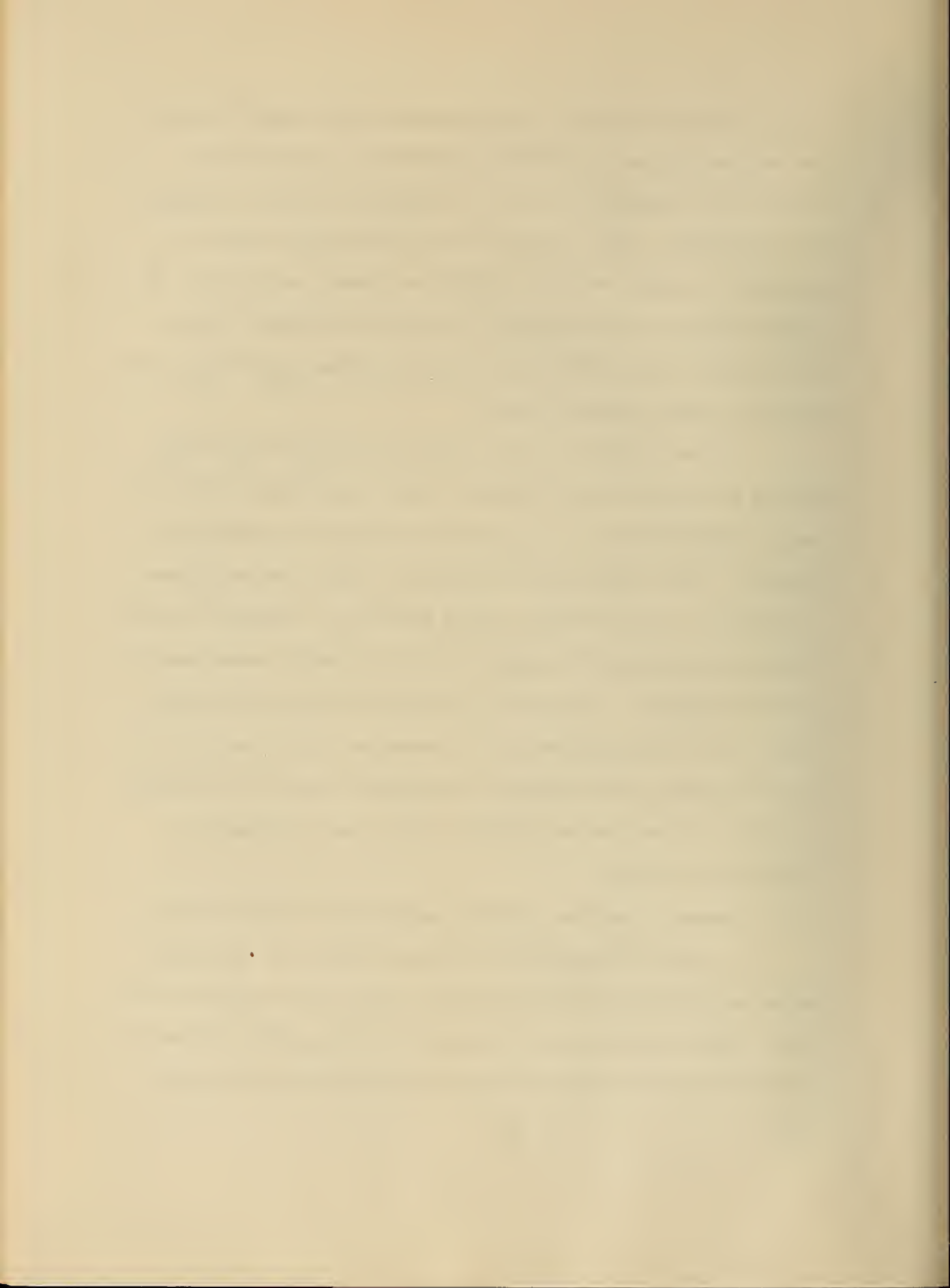


f. The Marine Corps is participating in the Defense Research and Engineering sponsored PROVOST committee. Priorities for Research and Development efforts in support of Vietnam operations are established. Those projects in which the Marine Corps has a particular interest include: ammunition, bombs, and rockets, DYE MARKER, Speech security equipment, Tactical Air Control System, LANCE Missile System, HAWK Guided Missile System, Corsair II, and Aircraft Ordnance Weapons Systems.

g. Liaison officers, ground and air, from the Marine Corps Landing Force Development Activities have been ordered to the III Marine Amphibious Force. These individuals have the mission of reporting combat information on doctrine, tactics and techniques. In addition, their activities should result in a reduction in the Research and Development response time for urgently needed new or improved equipment. Concurrently, technicians from Navy Laboratories are now being maintained in Vietnam on a continuing basis. They are proving to be valuable in reporting Research and Development deficiencies, and in offering on the scene assistance in developmental efforts.

h. Several items have achieved operational status this year.

1. Marine Tactical Data System, Tactical Air Operations Center and Tactical Data Communications Center have deployed to III Marine Amphibious Force, and represent the only mobile tactical air command and control system in operation in any of the Services today.



2. The Sea Stallion helicopter became operational and has been in use in Vietnam since December 1966.

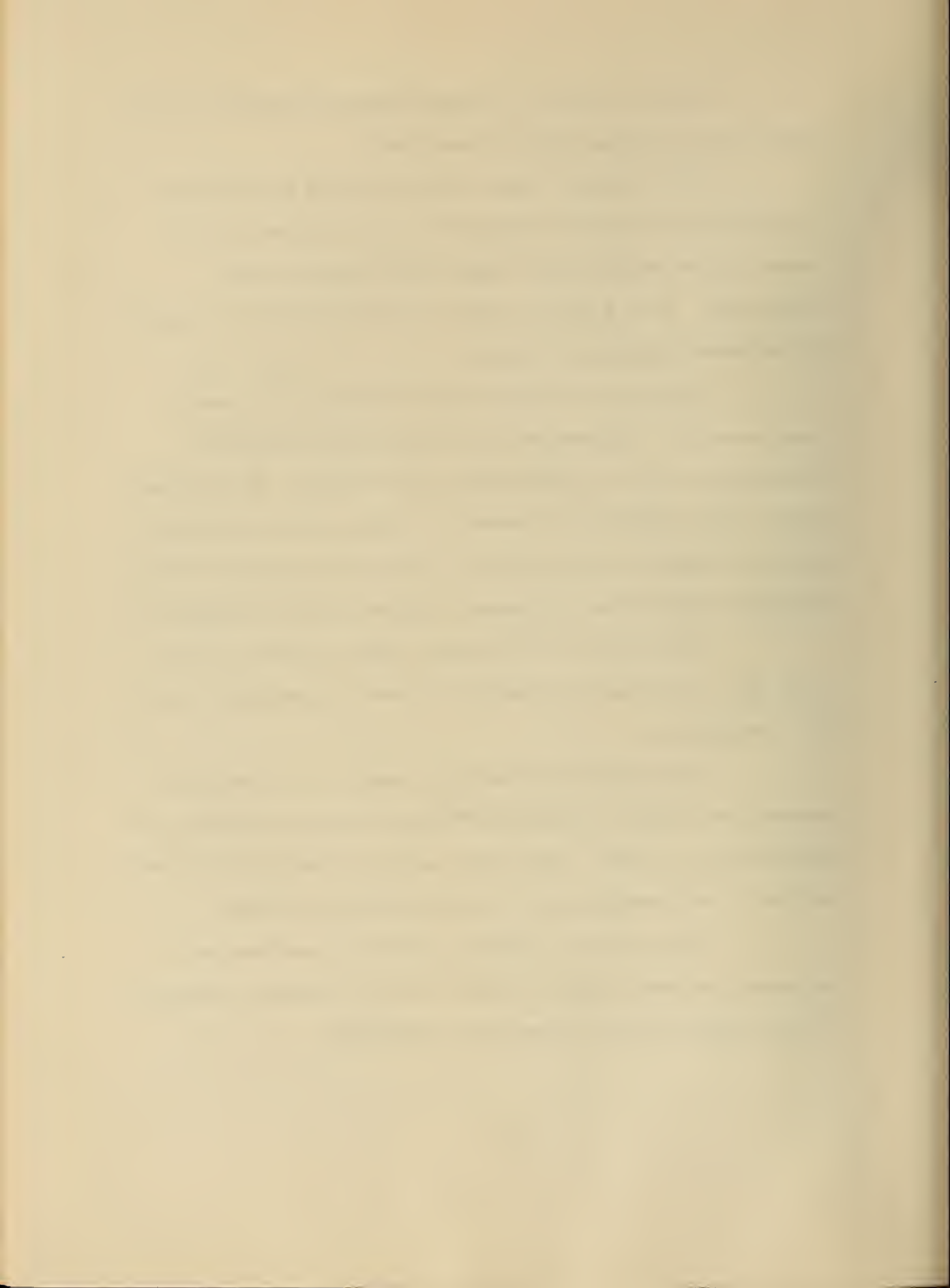
3. The Starlight Scope, which is a small hand-held or individual weapon mounted instrument for use in observation of distant objects under reduced light conditions, has become operational. It is a passive device, detecting objects by amplifying reflected ambient night light.

4. Employment of Marine Forces in Vietnam disclosed a requirement for a lightweight, silent operating battlefield surveillance device to replace Radar Set AN/TPS-21. The 250 pound weight of the AN/TPS-21 was excessive and the prime power source, a gasoline generator, was too noisy. Small unit employments further indicated a requirement for greater range and depth of equipments.

The AN/PPS-6 is a 35 pound, silent operating, X-band radar set. It can be set up during darkness and operating in less than five minutes.

Following Service Testing in early 1966 a production contract was awarded to provide sufficient Radar Sets AN/PPS-6 for deployed Marine Forces. Troop Tests were conducted during mid 1966 in Vietnam and Guantanamo Bay, Cuba with excellent results.

Deliveries of production units have commenced, and equipments are being issued to Marine Forces in Vietnam providing a significantly improved surveillance capability.



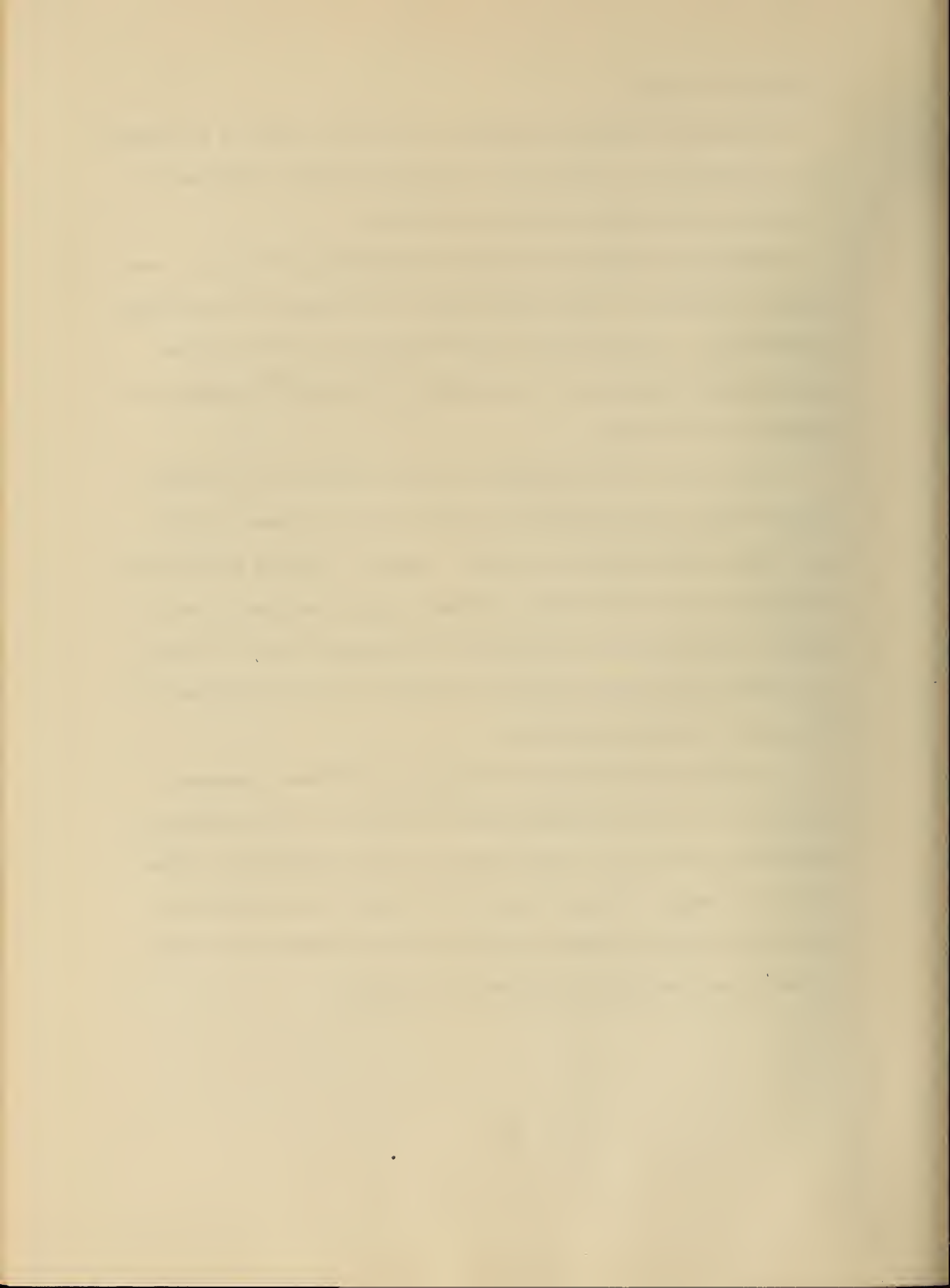
INDIVIDUAL TRAINING

Individual training in the Marine Corps has continued to reflect the dynamic changes dictated by a combat environment, advances in technology and refined training strategies.

Officer professional and technical education and training continued to increase during fiscal year 67 in response to operational requirements. Of particular note are increases in the areas of psychological operations, civil affairs, Vietnamese language, and postgraduate training.

Officer and enlisted computer science training has increased significantly, incorporating new methods and procedures for data processing and information systems. Operator training is being conducted on an increased level to support current equipment, and to provide indoctrination training prior to receipt of new equipment. Data processing indoctrination is conducted for senior officers in high level management positions.

In response to an Assistant Secretary of Defense, Manpower, requirement to reduce training time and costs for first enlistment electronics training, a pilot program has been initiated to reduce basic electronic training from 32 to 24 weeks. An evaluation of the reduced syllabus will be completed during fiscal year 68 with a view toward reducing all electronic training.

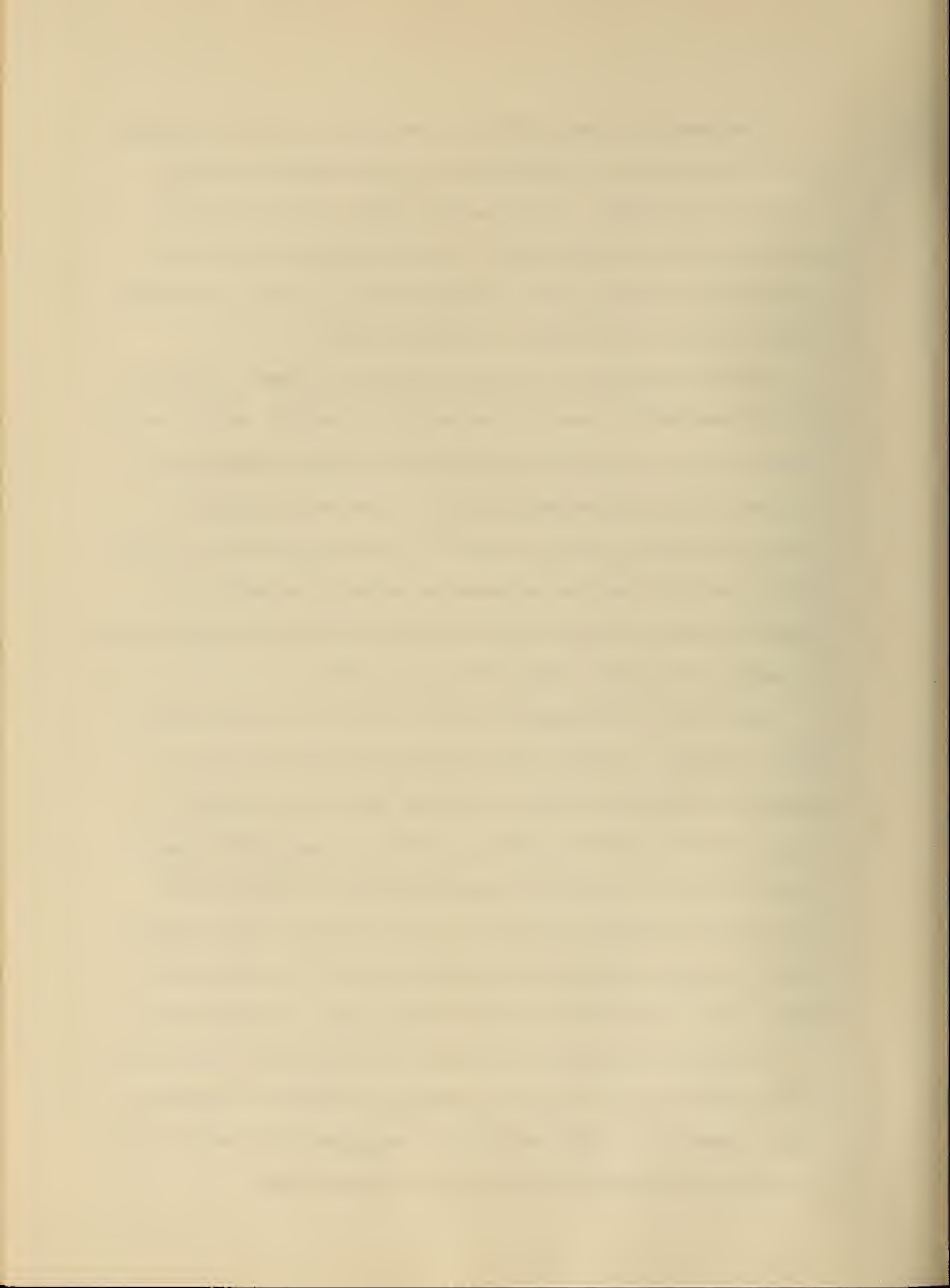


Drownproofing, a new method of water survival, has been adopted by the Marine Corps as a replacement for the existing swimming qualification program. Drownproofing employs simple skills and attitudes, based on fundamental flotation principles and psychological indoctrination, which eliminates fear of water and enables a man to float indefinitely, even fully clothed.

Recruit training has stabilized at the 60 day level. The program of instruction governing the conduct of training at the recruit depots has been revised and standardized to provide graduates of uniform quality with comparable skills. The basic specialist courses initiated to meet the needs of individual Marines and their field commanders have been expanded to include instruction for Armored Amphibious Crewman, Artillery Scout Observers, Reconnaissance Personnel and Marginal Terrain Vehicle Operators.

Marine Corps participation in Task ED-Pilot Training Program, Project 100,000, consists of the continuing evaluation of the progress of selected candidates in basic specialist courses, a review of the spectrum of courses available to expand the scope of training afforded, and basic research conducted in-house and by contractual arrangement for means to improve Marine Corps participation. Parent commands submit periodic reports to Headquarters Marine Corps on performance of duty and progress of these Marines.

Predeployment training of Marines destined for the Western Pacific has been adapted to meet the changing requirements inherent in combat operations. Continued emphasis is placed on M16 rifle training and personal conduct of Marines in overseas areas.



A Physical Fitness Academy has been established to train qualified physical fitness instructors for field commands, and ultimately, to conduct basic research in the field of physical training to provide the basis for improved fitness programs.



V. ECONOMY AND EFFICIENCY

MANAGEMENT IMPROVEMENT

GENERAL

During the past year the Marine Corps has continued to seek new applications for the latest developments in management tools and techniques. Great emphasis has been placed on making maximum use of emerging developments and on the education of Marine personnel, both officer and enlisted, in such areas as management, computer technology, information handling and data processing. In addition, the Management Analysis Group was organized at Headquarters Marine Corps to support the Chief of Staff by:

a. Analysis and presentation of problems in the interface of military management systems.

b. Isolation and examination of information over-laps and insufficiencies in functional area operating systems.

c. Assessment of the requirements of external information systems and evaluation of the Marine Corps' capability for response.

d. Provision of such representation outside the Marine Corps as is required to accomplish the foregoing.

INTEGRATED INFORMATION SYSTEM (I²S)

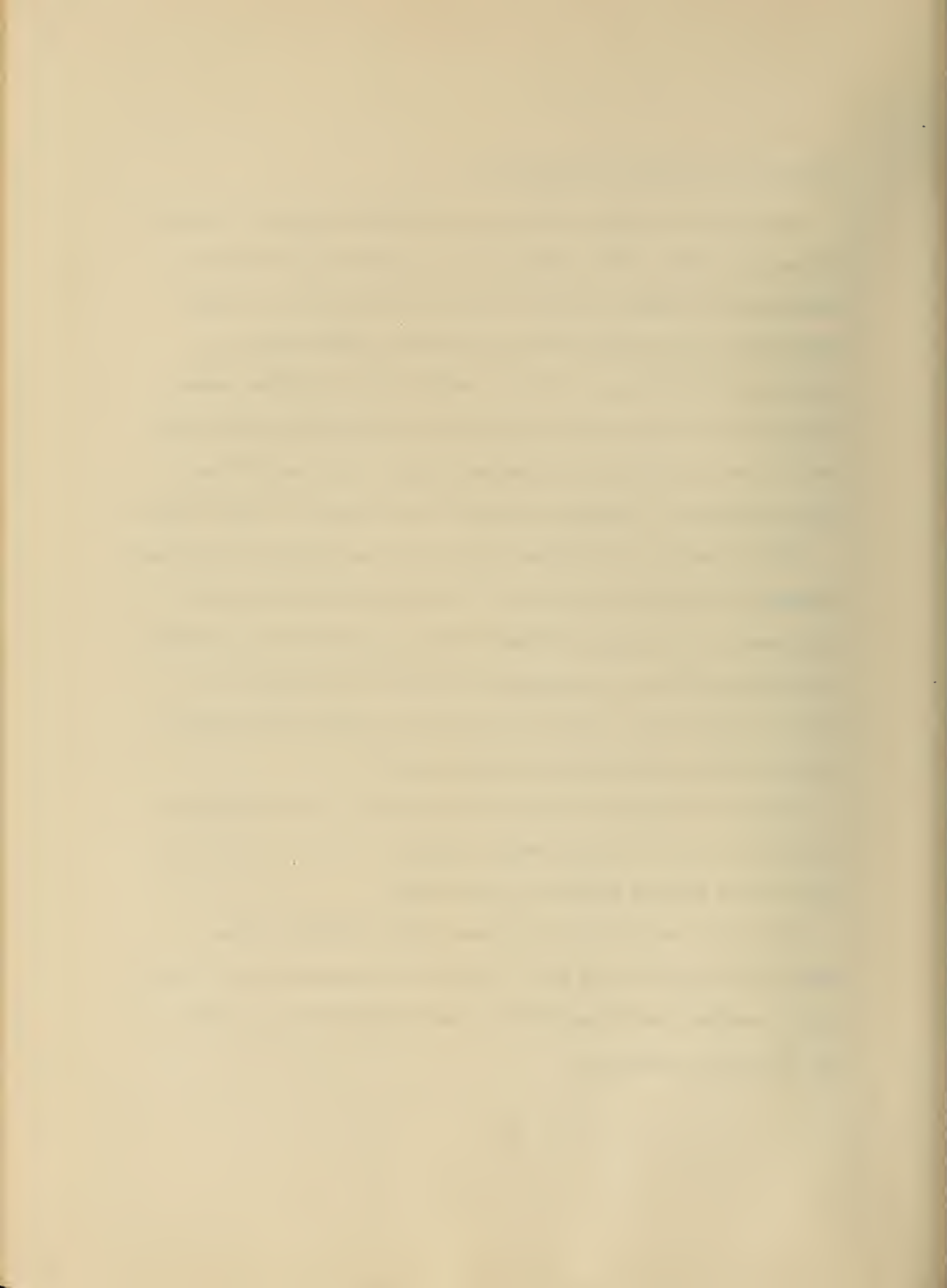
Developmental effort continued on the Marine Corps' Integrated Information System (I²S) which will tie together all information requirements; collect, generate, and/or store answers to these requirements; and expeditiously furnish this information, as required, to Commanders and their Staffs at all levels on demand. During the year, functional requirements of the Headquarters Staff for I²S were published, and detailed charters for four I²S Work Groups (Manpower, Operations, Logistics and Financial) were issued.

The Manpower and Operations Work Groups were organized and work progressed well toward completion of their detailed information requirements. The Logistics Work Group is presently being staffed and its personnel are undergoing orientation and training. The Financial Work Group anticipates activation pending developments in the DOD Resources Management System area.

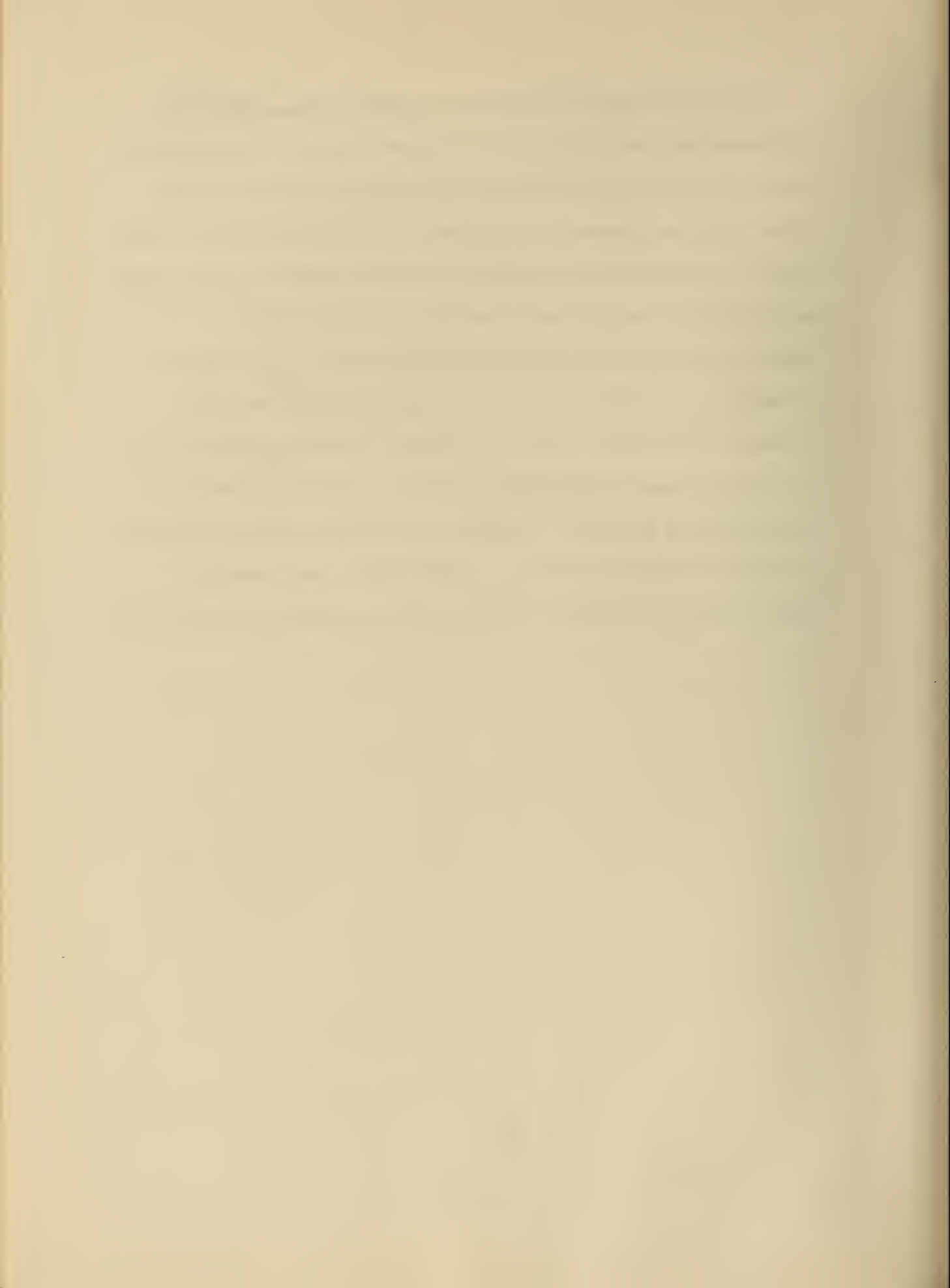
The Marine Automated Flow-Charting System has been developed to assist in the I²S system design efforts.

MARINE CORPS PROGRAM PROGRESS REPORT SYSTEM

The Marine Corps Program Progress Report (MCP²R) System, developed during the past year, consists of a compilation of charts and information concerning subjects which fall into one or more of the following categories:



Marine Corps Unified Materiel Management System, officially implemented on 1 May 1967, is an integrated system of centralized supply management designed to satisfy all internal and external Marine Corps requirements by the use of modern management and automatic data processing techniques at a single inventory control point (ICP) and several remote storage activities (RSA's). It is fully compatible with standardized requirement of the Department of Defense such as Military Standard Requisitioning and Issue Procedures (MILSTRIP), Military Standard Transaction Reporting and Accounting Procedures (MILSTRAP), Military Supply and Transportation Evaluation Procedures (MILSTEP), and Military Standard Transportation and Movement Procedures (MILSTAMP). The Automatic Digital Network (AUTODIN) is utilized for communication interface.



MANAGEMENT EDUCATION

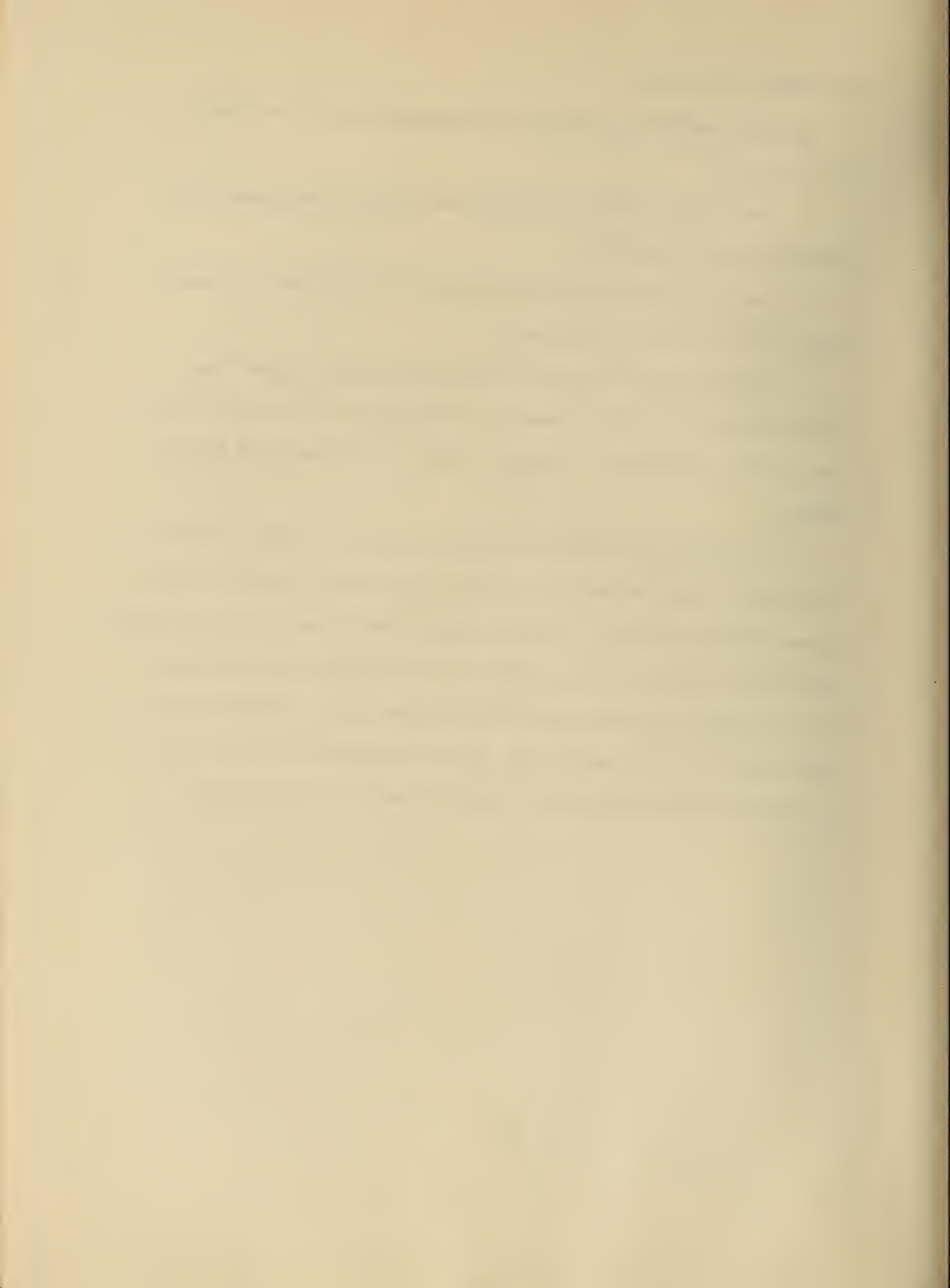
Increased emphasis was placed on management education during the past year.

a. One general officer attended the Advanced Management Program at Harvard University.

b. Quotas to post-graduate management courses were increased from 32 this year to 66 next year.

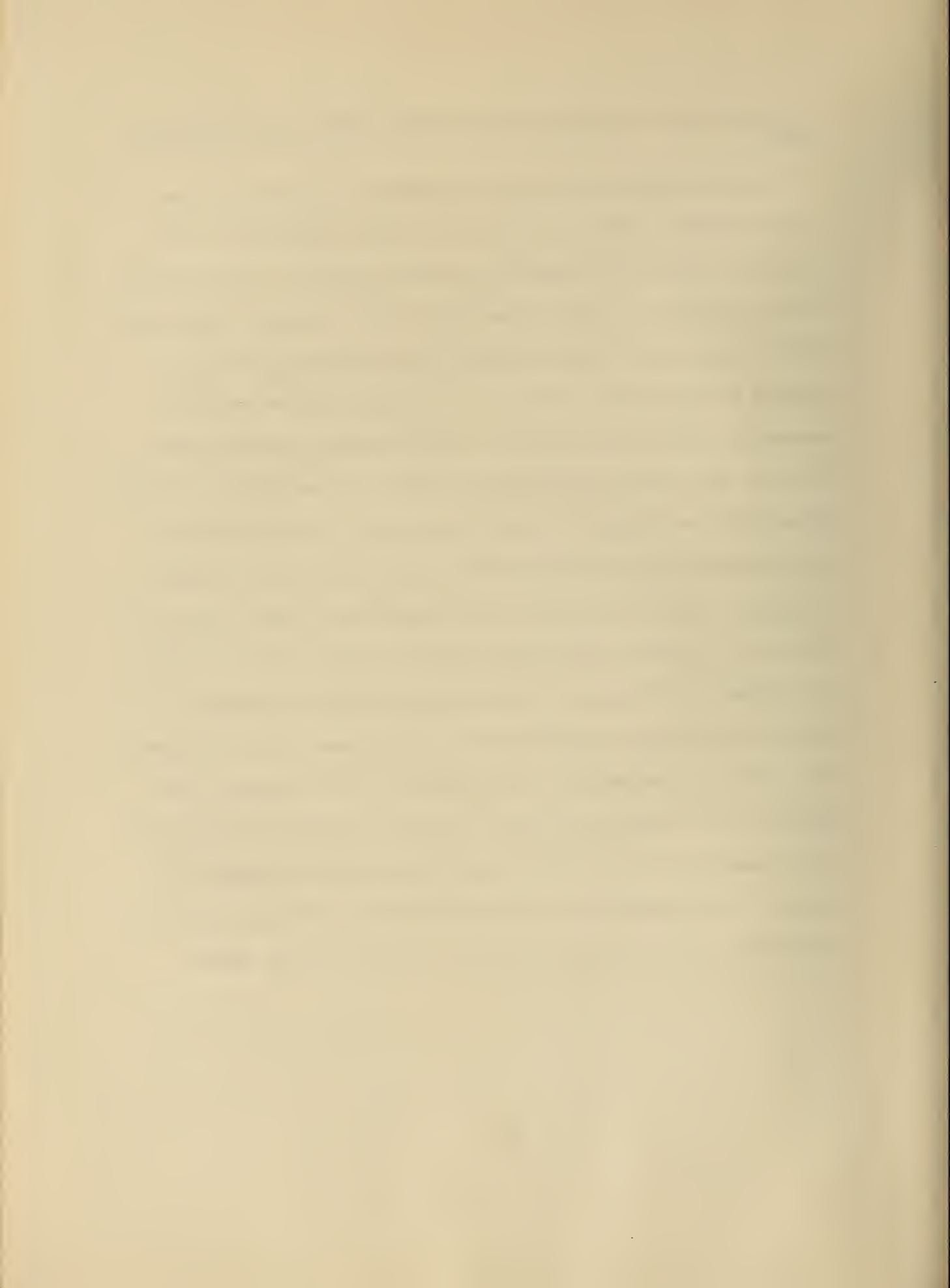
c. Management instruction in the Marine Corps Command and Staff College has been increased to 182 hours. Fifty hours of this instruction is devoted to Computer Science and 50 hours to Systems Analysis.

d. A team from Headquarters, Marine Corps is making a tour of major Marine Corps Commands to inform Marine Corps officers, staff noncommissioned officers, and key civilian employees of the challenges afforded by computers and by high-speed world-wide communications. It also explains improved management systems being developed within the Marine Corps. During the year this presentation was made to more than 5000 officers and staff noncommissioned officers.



SIMPLIFICATION OF MARINE CORPS RECOVERABLE ITEM PROGRAM REPORTING SYSTEM

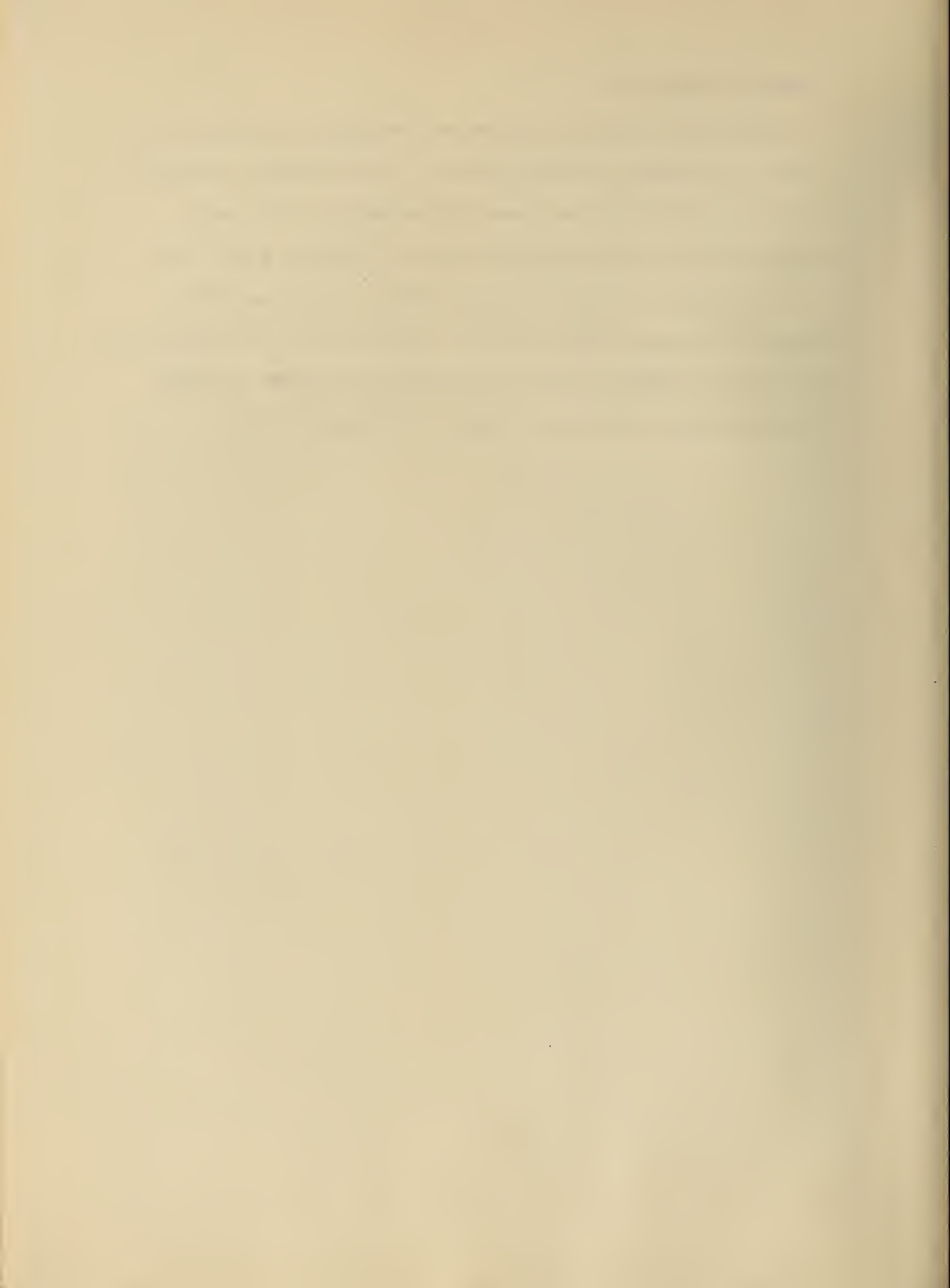
The Recoverable Items Program comprises a reporting system whereby selected principal, depot reparable, equipments are recovered, repaired and returned to usable condition; or disposed of if the condition or needs of the Marine Corps warrant. The rewrite of the basic order updated current Marine Corps policy and procedures for equipments which are determined to be economically reparable; related the program to the Replacement and Evacuation Program, the Engineer Equipment Retirement Program and the Secondary Reparable Items Program. During the revision, it was noted that the multiline report of recoverable items submitted by reporting activities could be modified to be reported on a single item basis by use of a standard Department of Defense requisition form, thereby eliminating the necessity of coordinated staffing between commodity branches and preparation of formal consolidated replies. This permitted the report to flow directly to the cognizant item manager and by annotation thereon, provide disposition instructions on an immediate basis, thereby permitting immediate response to requests for disposition of excess/serviceable principal items and reducing item deterioration and use of premium storage space.



INVENTORY MANAGEMENT

During fiscal year 1967 concurrent development proceeded in a number of inventory management areas. This development was highlighted by initiating the phased implementation of the Marine Corps Unified Materiel Management System (MUMMS) on 1 May 1967.

It provides a single integrated system for all commodities under one Inventory Control Point. With the use of a new generation computer, the system permits daily on-line processing of supply transactions and updating of supply and financial records.



FINANCIAL MANAGEMENT

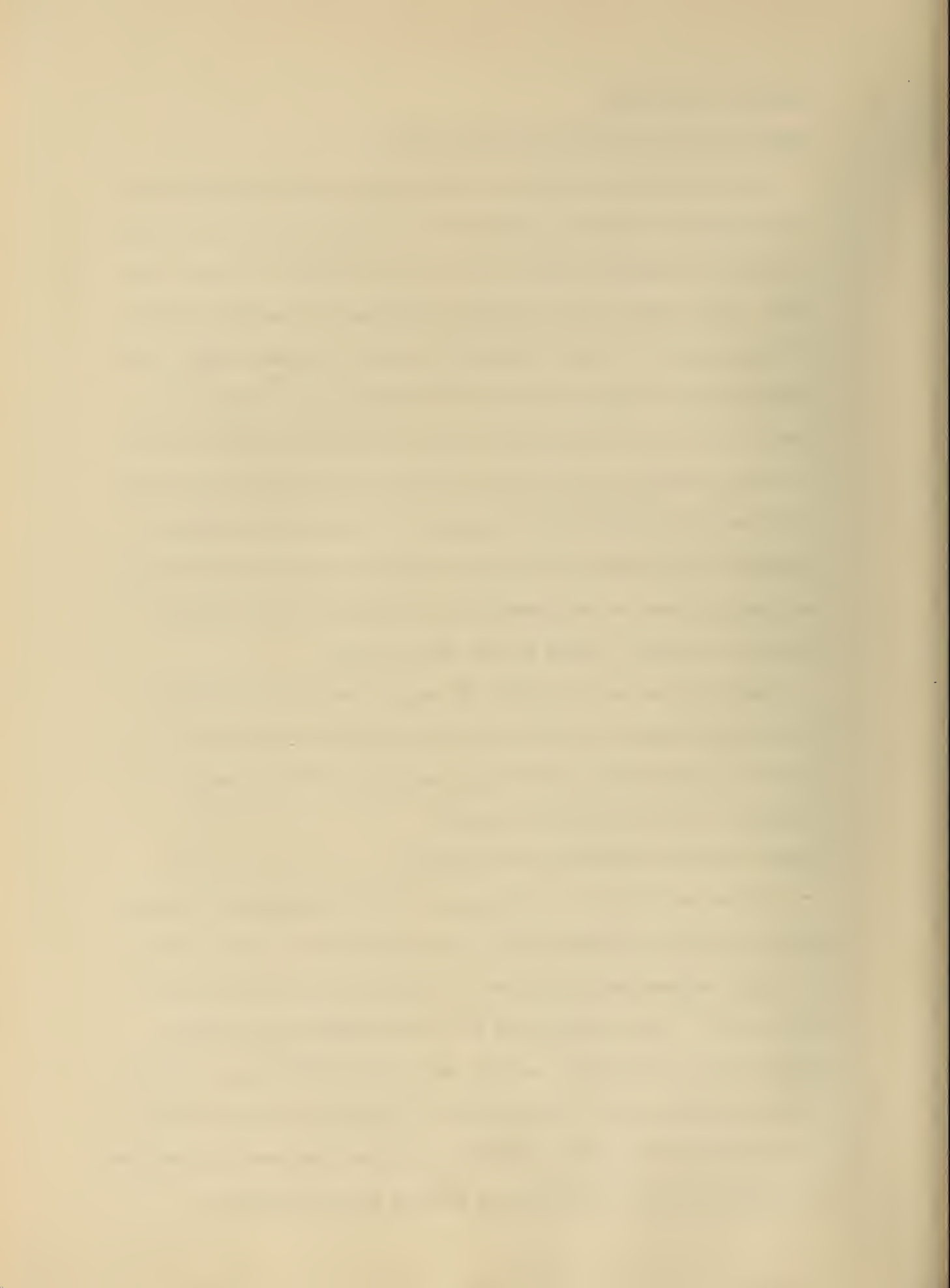
DISBURSING FUNCTIONS MOVED TO KANSAS CITY

During Fiscal Year 1967, the Marine Corps received permission to relocate its disbursing functions to Kansas City, Missouri, and to activate a finance center at the new site early in fiscal year 1968. This action is of principal importance to the Marine Corps in ensuing years. It will materially assist in accomplishing the development and implementation of the Joint Uniform Military Pay System (JUMPS) and will greatly enhance our plans to integrate our pay and personnel systems on one master record at one central site. Other benefits include the advantages to be derived through relocation of personnel and functions from the National Capital Area and the placement of such resources at a point that is located near the geographic center of the United States.

Current plans envision that the report for fiscal year 1968 will again address the activities of the Marine Corps Finance Center and the Corps' progress in developing JUMPS and the integrated pay and personnel systems.

REPAIR DIVISION ACCOUNTING IMPROVEMENTS

The Marine Corps at the direction of the Department of Defense was to implement Industrial Fund type operations on 1 July 1967 at its depot maintenance activities at Albany, Georgia, and Barstow, California. It was anticipated that these activities would be beneficial and operations could be improved by utilizing a commercial accounting system. Accordingly, to provide in-depth management reports and required accounting data and statement preparation, a computer program was written to provide such information.



Although the Industrial Fund was cancelled for implementation on 1 July 1967, the management and accounting system designed for the computer has not been discarded. In a modified form, all the methods and procedures required for Industrial Fund accounting have been retained. The benefits of Industrial Fund accounting and its improved management reports will accrue from implementation of this system, although the Industrial Fund has not been funded and installed.

WESTERN PACIFIC FINANCIAL IMPROVEMENTS

As a part of a broad concept of updating automatic data processing capabilities, the Marine Corps has developed and installed on the IBM Computer, Model 360, in Okinawa, a financial management program to cost all units participating in the Western Pacific.

The allotment accounting system was developed to control total input of obligations and expenditures of appropriated funds.

The Operating Budget (OPBUD) costing system was revised to incorporate task force costing of all units in the Republic of Vietnam as well as supporting units in Okinawa. By the incorporation of statistical expenditure data, it is now possible to determine financial evaluation of demands vice issues for these units.

The basic financial control of these units has been established at the major command level (First Marine Division, Third Marine Division, First Marine Aircraft Wing, Ninth Marine Amphibious Brigade, etc); however, each major command is provided a listing of total demands and total issues by each of his subordinate units. This financial system provides not only financial control of both appropriated funds and material usage but also acts as a "financial ruler" in measuring, updating, and projecting future requirements for these units.

ACCOUNTING FOR SUPPLY OPERATIONS

A uniform chart of accounts covering the supply operations of warehousing and storage at the Marine Corps Supply Centers became effective in fiscal year 1966. This uniform chart of accounts was expanded to cover all of the centers' operations effective on 1 July 1967.

COST REDUCTION

Interim Cost Reduction program guidance applicable during fiscal year 1967 and based on changes announced by the Department of Defense in October 1966 was contained in SECNAVINST S200.17 of 9 November 1966. Actual reporting under the new criteria did not commence until January 1967. For fiscal year 1968 and subsequent years, all permanent instructions and guidance pertaining to reporting benefits under the Department of the Navy Cost Reduction Program are contained in NAVSO P-2486 of June 1967. This publication is currently being distributed to Marine Corps field activities and Headquarters Marine Corps cost reduction personnel responsible for reporting cost reductions.

Marine Corps team effort has resulted in the following savings against assigned goals in fiscal year 1967:

<u>FISCAL YEAR</u>	<u>REPORTED</u> <u>(\$ MILLIONS)</u>	<u>GOAL</u> <u>(\$ MILLIONS)</u>	<u>PERCENTAGE</u> <u>OF GOAL</u>
Realized fiscal 67	6.457	7.128	90.5
Accumulative fiscal			
year 67/69	11.833	11.900	99.9

MANPOWER UTILIZATION

a. Manpower Requirement Process (Distributive).

This system provides a tool for development of grade and Military Occupational Specialty summaries by monitored command code. This concept allows the Personnel Planners to develop the manning levels quarterly and use the critical/deprived Military Occupational Specialty study prior to distribution of the authorized strength. This system is currently active; however, modifications are under way in order to produce authorized strength by program element number.

b. Manpower Requirements Process (Prediction)

A series of computer programs which develop the Marine Corps requirements in three categories, e.g., billets, training, and transients, patients and prisoners. These categories are based on the force structure break down by grade and military occupational specialty. This system has reduced the time required to produce manpower requirements by eight weeks. The process has been programmed and is currently active except for modifications to the training and transients, patients and prisoner spreads.

c. Deprived Military Occupational Specialty Study.

The increase in manpower requirements for the Western Pacific has decreased turn around time between unaccompanied overseas tours (rotation) for all Marines. The rotational pattern for enlisted Marines with certain skills will not allow 24 months between these unaccompanied rotations without the use of corrective actions (grade and military occupational specialty substitutions, etc.). These skills are designated "Deprived MOS's." Comprehensive studies were conducted to determine the actions necessary to alleviate the problem in these specialties. Data required to initiate actions have been computerized to allow quarterly updating of the projected status of all enlisted skills in relation to rotation requirements. The constant emphasis and study directed to this problem has resulted in excellent progress toward complete resolution.

d. Phased Enlisted Billet Requirements vs Phased Projected Enlisted Availability Study.

The Marine Corps has experienced a significant shortage of skilled personnel during the build-up requirements for Southeast Asia. To better analyze potential critical skills and problem areas, the Marine Corps studied billet requirements and personnel availability to determine exact inputs required to correct shortages. Automation of this process has been completed which reports yearly projections of quarterly requirements versus availability. This report is updated quarterly and has allowed timely corrective actions to be initiated to alleviate specific skill shortages.

e. Development of an Automated Interim Manpower Management System.

The increasing scope of Southeast Asia operations during fiscal year 1967 necessitated a more responsive automated system than the existing Marine Corps Personnel Accounting System could provide. Consequently, in January 1967 development of an Interim Manpower Management System began with contractual assistance. By August 1967 the entire Marine Corps was represented in a truncated data base which has greatly facilitated response to the increasing volume of manpower informational requirements. This system, which continues to be refined, will be absorbed in 1969 by the forthcoming Manpower Management System, now under design. Noteworthy was the contribution of recently assigned Special Educational Program graduates who were instrumental in development of this system, as well as others cited elsewhere.

f. Development of an Automated Enlisted Population Model

Another significant accomplishment in manpower management was the development, through contractor aid, of an Enlisted Population Model, which became operational in the summer of 1966. This automated process provides a predictive capability to enlisted planners with respect to losses, promotions, requirements, and cost by grade and Military Occupational Specialty. It was used to advantage in the shaping of fiscal year 1967 promotion zones and opportunities, as well as the formulation of training requirements.

g. Development of an Automated Officer Population Forecasting Model.

In 1965 International Business Machines Corporation began development under Marine Corps contract of an automated model to accommodate more effective management of the officer structure. By summer 1966 officer planners were provided a valuable tool for projections of promotion considerations up to ten years in advance. Output from this process became the basis for the fiscal year 1967 promotion plan and assisted in response to exceptional requirements, such as the successful request for an increase in general officer authorization.

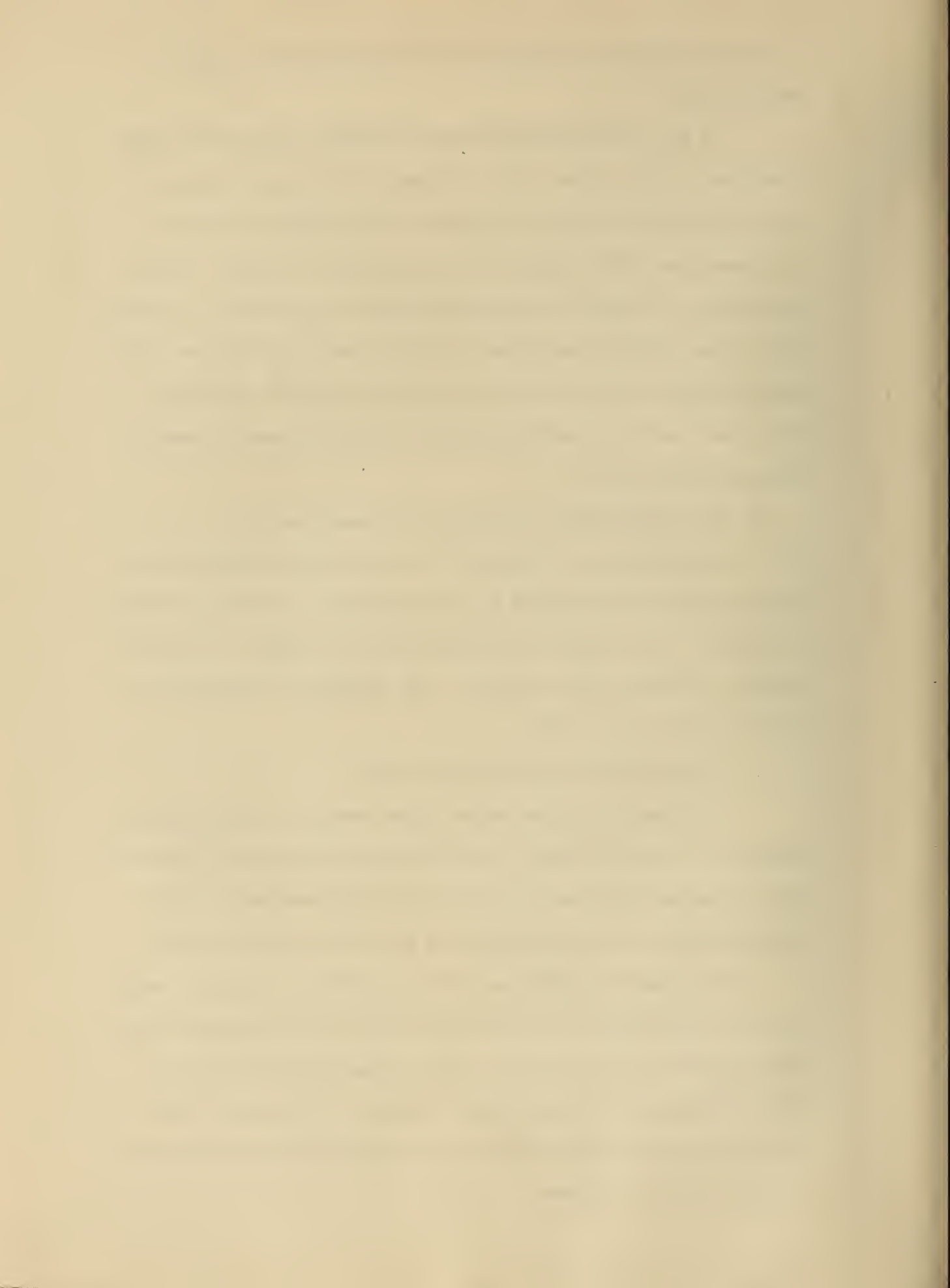
h. Military/Civilian Conversion Program-Phase II.

Implementation of Phase II of the military/civilian conversion program was directed by the Department of Defense to begin 1 July 1967. The number of enlisted military billets to be converted to civilian status was 522. The program is scheduled for completion by 30 June 1968.

1. Utilization of Women Marines Study.

In August 1964, the Marine Corps convened a Study Group to conduct an in-depth survey of the Women Marine Program. The study group recommendations are currently being implemented and final implementation has been completed on 53 of the recommendations.

To reduce the requirement for unaccompanied tours by male Marines, Women Marines are now being added to duty stations in the Western Pacific. As a result of this, Women Marine units have been established at the following locations: Marine Corps Air Station Iwakuni, Japan; Camp Butler, Okinawa; and Marine Corps Air Facility, Futenma, Okinawa.



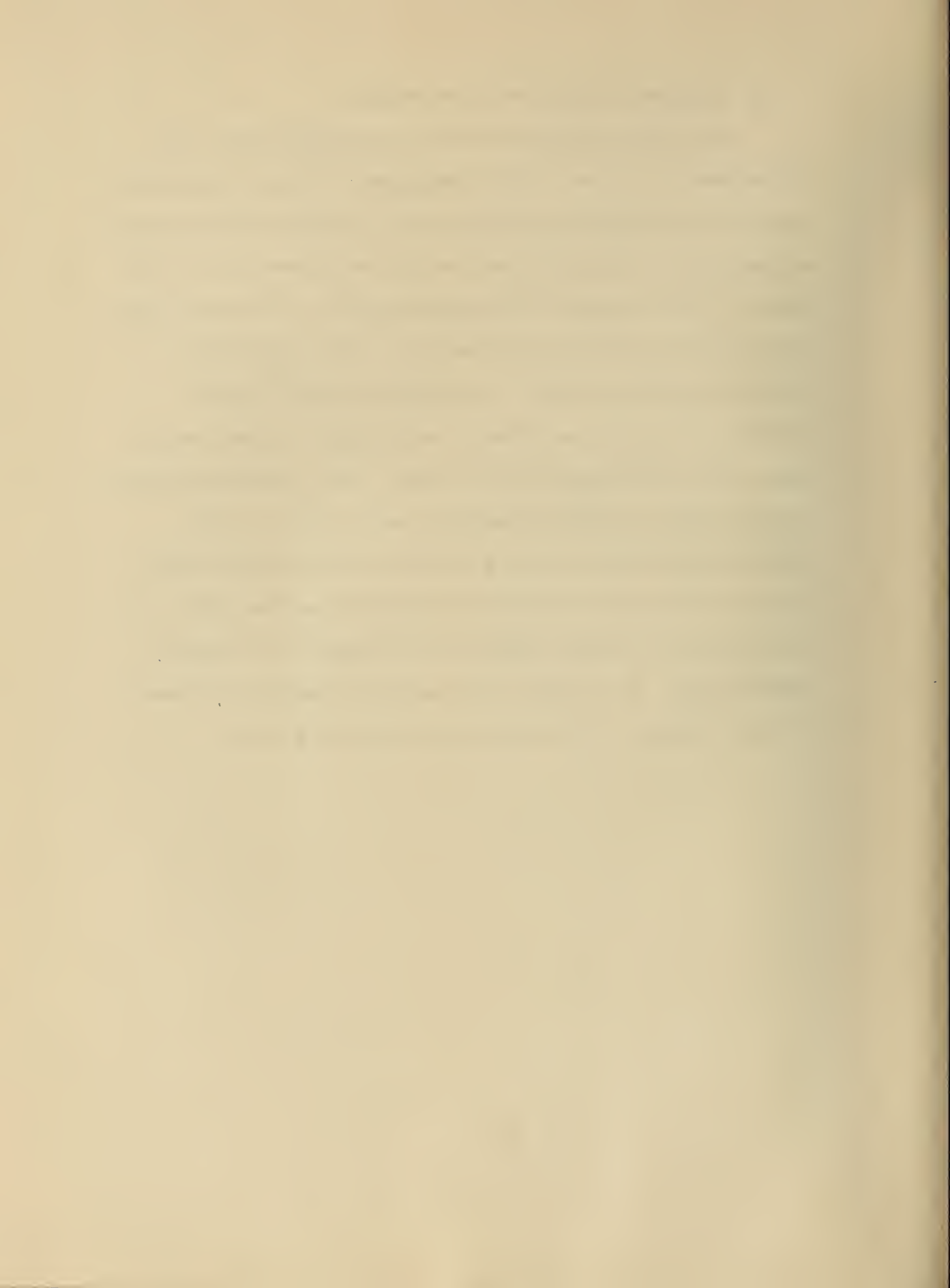
j. On-Site Manpower Survey Program.

The basic objective of the On-Site Manpower Survey Program is the attainment of optimum manpower utilization by redistribution of available resources. Manpower surveys therefore are designed to provide commanders with an objective review of current staffing distribution.

An on-site survey team has been formulated with visits scheduled in fiscal year 1968 to the Marine Detachment, United States Disciplinary Center, Portsmouth, New Hampshire; Marine Corps Base, Camp Pendleton, California; Marine Corps Base, Camp Lejeune, North Carolina; Marine Corps Recruit Depot, Parris Island, South Carolina; and Marine Corps Schools, Quantico, Virginia.

k. Variable Reenlistment Bonus Program.

On 1 January 1966 the Variable Reenlistment Bonus was implemented for use as a first reenlistment incentive for eligible personnel in designated critical skills. In March 1966 the program was expanded by adding additional skills and increasing the bonus level of skills already on the eligibility list. The only changes to the program since then have been due to the restructuring of certain occupational fields. An analysis of all skills is currently in progress to determine what changes are necessary to improve the effectiveness of the program. More statistical data is required before a valid determination can be made as to the effectiveness of the bonus as a positive reenlistment incentive. Despite the necessity to collate additional data, the effects of the program are favorably apparent with respect to the length of reenlistments. Of all first term reenlistees awarded this bonus in fiscal year 67, 76.4% of them reenlisted for 6 years.



1. Meritorious Combat Promotions (Enlisted).

On 3 June 1965 a special authorization was granted to promote Marines meritoriously for outstanding performance of duty under combat conditions. This is a flexible authorization, with quotas assigned only for accounting purposes. The annual quotas assigned as of 1 July 1967 are 500 promotions to Sergeant, 1,000 to Corporal, and 1,600 to Lance Corporal. Recommendations for meritorious combat promotion to Staff and Gunnery Sergeant are submitted to the Commandant of the Marine Corps by message, approved by coordinated staff action rather than by a Board, and notification of approval is by return message, usually within 48 hours. This promotion program will assist retention efforts, reward outstanding performance, and fill vacancies in the rank structure of combat units.

ii. Position Management Program.

Based on Bureau of the Budget Circular A-64 and Secretary of the Navy and Commandant of the Marine Corps directives, this program has been fully implemented in Marine Corps field activities. A Position Management Seminar was conducted at Headquarters, Marine Corps during fiscal year 68 to provide field Position Management Officers with training and indoctrination in position management philosophy and techniques. A review of the program's effectiveness to determine whether it is meeting its objective of improve manpower utilization through more efficient and economical civilian position structure is scheduled for fiscal year 68.

n. Development of Personnel Requirements Criteria.

Development of staffing criteria has been a continuing long-range project within the Marine Corps since the early 1950's. The present format of the Criteria Manual (Marine Corps Order PS320.5A) was published in March 1963. Early in 1965 as the result of a Table of Organization Validation Review Board action, a high priority was placed on the development of new staffing criteria. During fiscal year 1967 a Performance Analysis Section was formed to intensify work measurement efforts. Criteria development for maximum coverage of defined functional areas and established occupational fields is the main objective of this group. Forty-nine (49) functional areas have been identified for coverage in the Marine Corps Criteria Manual. Thirty-two (32) of these areas have been completed or are in the process of revision. In considering the total military population, a coverage goal of 74% has been established by using the weighted occupational fields. Certain occupational specialties have been excluded on the basis of feasibility. Currently 33% of all military occupational specialties are identified in the Criteria Manual. These criteria provide the basis for constructing the Table of Organization with respect to workload, occupational specialty, function, and grade distribution. Criteria application is a means for improving Manpower Utilization and for planning requirements.

e. Productivity Studies and Work Measurement.

For the past few years the Department of Defense has directed a series of productivity studies in selected functional areas. These studies provide statistical measurement for determining overall improvement in the use of manpower in industrial-type activities. During the past year the Marine Corps has implemented the Defense Integrated Management Engineering System (DIMES) at its supply centers. The DIMES program is based upon engineered performance standards. Combined with productivity studies and other statistical work measurement data, DIMES will provide more detailed performance measurement for use in management planning and control of resources.

MARINE CORPS TRAFFIC SAFETY PROGRAM FOR OFF-DUTY MILITARY PERSONNEL

A program to promote traffic safety for off-duty military personnel, established in 1966, was designed to reduce private motor vehicle accidents involving Marine Corps personnel. Initial reports indicate that guidance provided by the program is serving as a firm basis to build an effective off-duty traffic safety program.

MISSION SAFETY-70 PROGRAM

Mission Safety-70 is the code name for an action program initiated by the President designed to achieve a 30% reduction in accidents by 1970. This program was implemented by the Marine Corps in April 1965. Progress towards meeting established goals under this program was good during fiscal year 67.



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